Shared Business Support

Staffing and Remuneration Committee

Jan 2016

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Organisation context

The Senior Leadership Team have agreed to set up a new shared business service, based on:

• A smaller, leaner organisation - £70m savings and 650 fewer staff

• We need to protect front-line services - so all support services need to be as efficient as possible.

• More emphasis on customer and employee self-serve - e.g. CST, SSC

What is best practice?

Mixed model

- Differing processes and approaches

- Uneven spread of resources

- Potential for expertise and capacity gaps within business areas

- Range of technology solutions – so limited opportunities to streamline support activities

- Peaks and troughs managed at service level so no ability to deploy resources where most needed

- Limited use of technology to enable self service

Shared service

- Clear support offering for all business areas with agreed service standards

- Business support services commissioned by service areas – evolving to meet the changing needs of the council

- Common processes and technology – increased efficiency

- Better sharing and application of best practice

- Ability to redirect resources to meet peaks and troughs in seasonal workload

- Greater use of technology to enable self service

- Business support recognised as a profession with clear career paths and progression opportunities

What other councils have said

Staff:

"Overall, working in a shared service has given them greater job satisfaction and more opportunities"

Specifically:
- **improved resilience for staff** and less susceptible towards further cuts that damage delivery
- **professional consistency -** all staff providing professional advisory support such as financial advice should be accountable to the head of that profession.
- **clearer career pathways.** All staff within the new structure will have access to learning, development and training opportunities to ensure they have the right skills to deliver consistent levels of service provision

Managers:

"We now have more time to focus on services for residents"

Specifically:
- **greater flexibility to meet peaks in demand**
- **improved resilience** for the business if individuals are sick or leave the organisation
- **service consistency** by pooling resources and introducing minimum standards
- **making better use of our reduced resources** by prioritising those areas of work customers have told us they want, and we are best placed to deliver.

Progress to date:

• SLT have agreed high level model and briefed DMTs/SMT on initial data gathering approach

•Further business requirements gathering workshops and additional benchmarking underway at present

• Extensive engagement with Assistant Directors and their management teams; as well as with line managers of potentially affected staff

• Engaged with staff and unions – with positive feedback from the unions on our approach

What is business support?

Activities
Customer Liaison
Action Taking/Minutes in Statutory/Corporate meetings
Raising and processing purchase orders/Invoices
Executive Management Support
Information & Data input
Case management and handling of customer enquiries and assessments
Organising and Administration of Events/Meetings
Printing & Photocopying
Manage diaries/inboxes on behalf of staff/teams
Information & Data analysis
Scanning and Indexing
Post Handling & Distribution
FOI, Complaints, Members Enquiries, Subject access requests
Budget management and forecasting on behalf of managers
ICT support
Action Taking/Minutes in Non-Statutory meetings
Mail outs
HR, recruitment & payroll administration
Data Management/Quality
Bookings on behalf of Team/Staff
Web Publishing and Maintenance
Document Production e.g newsletters etc
Document Management & Retrieval
Disclosure & Barring

• Underpins everything we do – helping ensure our council is well run so we can deliver the best possible service to people in Haringey.

• Includes a wide range of general and functional administrative activities.

• Many of the statutory duties that the council undertakes are carried out by business support staff.

Business Support Functions By Pillars

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1. Document Management	2. Admin & Data Entry	3. Customer Liaison	4. HR/Finance/ IT Processes	5. Meetings & Emails Mgt
Printing & Photocopying	Data Input and update	Reception	HR Process Support	Diary and Email Management
Scanning & Indexing	Data Quality Management	Telephone Tier 1 Non Contact Centre	Purchase Orders Invoice Management	Manage Team Bookings
Post Handling and Distribution	Data analysis and reporting	Telephone Tier 2 Non Contact Centre	Budget Management & Forecasting Support	Minutes and actions Non Stat Meetings
Court Bundling	Web content management			Minutes and actions Stat Meetings
Production	Disclosure & Barring & ID Checks			Schedule and administer meetings and events
Mail outs				
Retrieval, maintenance & archive				

PLUS

6. Complaints, FOI & Members	7. Executive and Personal Support

Delivery of the Shared Business Services Programme – Target Operating Model

These principles govern how the design and implementation of the Shared Business Services (SBS) Target Operating Model will be delivered.

1	Leave the past behind and start with needs
2	Be consistent not uniform – design according to business and customer requirements be they simple or complex
3	Design with data and evidence
4	Iterate, consult and test, then iterate again
5	Fix the structure last, not first

Design Principles

Defining the core elements of the future Business Support Model

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Flexible   **Joined Up**

Organisational Structure

A cost effective centralised Service, one management structure, agile and responsive to generic & specialist demand and the need to continuously improve

Standardised   **Evolving**

Operational Processes
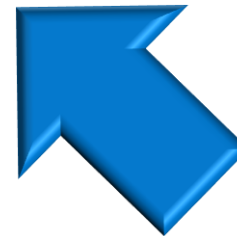
Simple, clear and lean processes defined by service menus, bureaucracy reduced and digitally and technology enabled

One Shared Business Support Service

Self Sufficient   **Enabled**

Customer Experience

Council services are supported and enabled to deliver with an increased focus on easy to use self service where appropriate
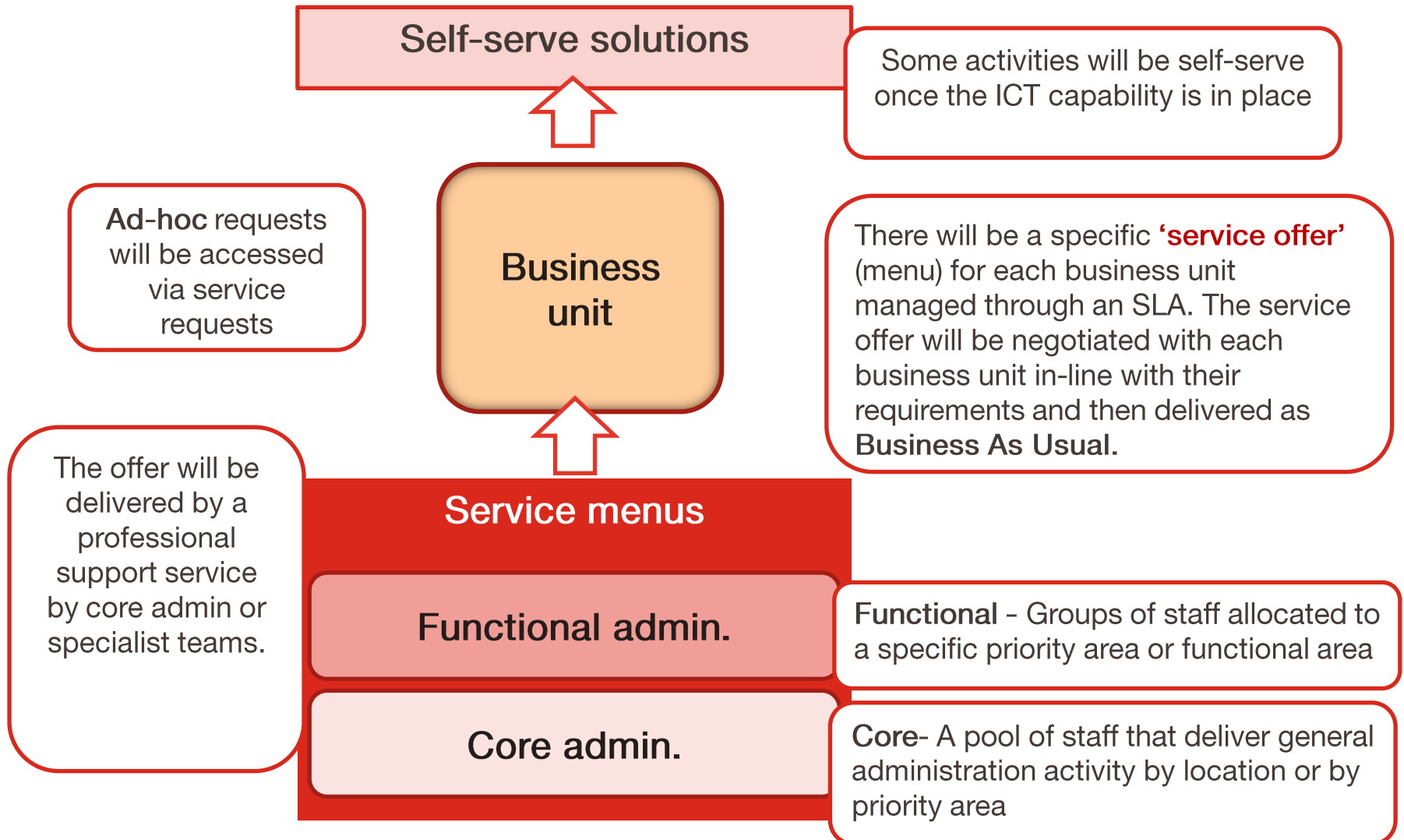
Collaborative   **Shared Expertise**

Staff Experience

Cross trained, skilled and accountable across all Business Support functions with clear career pathways

How it may work in practice?

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Self-serve solutions

Some activities will be self-serve once the ICT capability is in place

Business unit

Ad-hoc requests will be accessed via service requests

There will be a specific **'service offer'** (menu) for each business unit managed through an SLA. The service offer will be negotiated with each business unit in-line with their requirements and then delivered as **Business As Usual.**

Service menus

The offer will be delivered by a professional support service by core admin or specialist teams.

Functional admin.

Functional – Groups of staff allocated to a specific priority area or functional area

Core admin.

Core- A pool of staff that deliver general administration activity by location or by priority area

Benefits

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Financial

- 20 to 30% efficiency through
  - Demand and Supply Management
  - Business Process redesign
  - ICT developments
  - Self serve
  - Stopping activities

Non Financial

- Business support recognised as a profession with clear career paths and progression opportunities
- Opportunities to develop new skills
- A team approach – staff are able to share the load during busy times or when people are on leave
- Promote a stronger culture and identity
- Greater clarity around lines of accountability and responsibility
- Recognition for good quality support skills

Next Steps

- Confirm scope and activity analysis
- Further benchmarking activity
- Complete business requirements gathering and analysis
- Agree target operating model
- Business Process Redesign activity
- Identification / confirmation of IT solutions
- Next stage of communication and engagement