

Meeting or Decision Maker:	Audit and Performance Committee
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Title:	Integrated Business Centre (IBC) Update
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Executive Summary

On the 1st December 2019, the Integrated Business Centre (IBC) reached a one-year milestone. The system was successfully implemented in December 2018 with minimal issues reported at Go Live. The IBC solution was a replacement for the BT Managed Services and is delivered in partnership with Hampshire County Council (HCC) through the Shared Services.

The stabilisation period then followed the initial four weeks of go live. The stabilisation period was managed by its own governance structure which provided regular service review and communications as set out below during the embedding of the new system. This also included three-monthly gate reviews to review performance against three key areas of focus or set stabilisation metrics to determine if Westminster City Council (WCC) can move to Business as Usual (BAU).

On the 19th December at the IBC performance board meeting, the council's performance against the stabilisation metrics was discussed with regards to compliance with the Shared Services standard operating model.

Based on the council's overall performance with regards to the key criteria to exit stabilisation, WCC has demonstrated the organisational adoption of the IBC standard operating model.

It was agreed by the partnership board on the 19th December that WCC exit stabilisation and enter BAU governance in Q4 2019/20. However, it was acknowledged by the partnership that a phased approach will be followed for Finance and Recruitment.

Our staff satisfaction levels have steadily increased during the stabilisation period. 82% of our staff were highly satisfied and 87% satisfied with the service they received in August 2019, which far exceed the partnership wide goal of 70% highly satisfied and 80% satisfied. Coupled with the reduction in contact volumes, this demonstrates customers are increasingly adapting to the system and view the Shared Services model positively.

1. Background

- 1.1 On the 1st December 2019, the Integrated Business Centre (IBC) reached a one-year milestone. The system was successfully implemented in December 2018 with minimal issues reported at Go Live. The IBC solution was a replacement for the BT Managed Services and is delivered in partnership with Hampshire County Council (HCC) through the Shared Services.
- 1.2 Hypercare, a four-week period of intensive support immediately followed the deployment. This ensured that issues were resolved quickly through daily board calls, peer to peer calls between programme functional leads, surgery sessions, regular communications and support from the 100+ IBC floorwalkers.
- 1.3 The hypercare surgery sessions were terminated earlier than planned (after the 10th December) due to a lack of issues raised at the earlier sessions. Floorwalkers also fed back on daily calls that there were no longer issues being reported to them. This meant the project ran successfully through the go-live to the extent that issues arising were considerably less than had been thought likely.
- 1.4 The stabilisation period then followed the initial four weeks of go live. The stabilisation period was managed by its own governance structure which provided regular service review and communications as set out below during the embedding of the new system. This also included three-monthly gate reviews to review performance against three key areas of focus or set stabilisation metrics to determine if WCC can move to BAU.
 - Weekly partnership board meetings
 - Weekly Stabilisation and Performance Monitoring calls with all functional leads
 - Weekly meetings between the Hampshire Partnership Manager and the WCC Business deployment lead to discuss ongoing communications required to the business
 - All staff communications to the business for key messages – weekly throughout January, fortnightly during February and ad hoc in March
 - Provision of budget manager and requisitioner focus training sessions
 - Organisational structure sessions for line managers led by Westminster HR
- 1.5 Due to the success of these activities most of these measures were no longer needed after April 2019. These were replaced by weekly peer to peer calls held between the WCC and HCC team to discuss outstanding issues from the stabilisation process and prioritise any change requests that require immediate implementation. Monthly performance group meetings between the senior leads of WCC and HCC now replace the weekly partnership board meetings to review performance data, progress on three-month review recommendations, and high impact business issues from the stabilisation trackers.

1.6 The key areas of focus for the council team were as follows:

- Increase HR self-serve transactions to 80%. HR self-serve transactions include transactions like booking leave, reporting sickness, amending pay and creating posts.
- Decrease overall contact volumes proportionally comparable to existing partners. This will be measured by alignment to the planned forecast. Staff and suppliers can contact the IBC by phone, via webchat or by raising an enquiry form.
- Increase compliance to finance processes such as service order approvals, goods receipting and a maximum of 20% returned invoices from the IBC. Staff and suppliers need to follow the procurement process as set out in the operating model.

2. Stabilisation and Transition to Business as Usual

- 2.1 The stabilisation period was initially planned to run from the 1st January 2019 to the 31st March 2019 with the view of going to BAU stage on the 1st April. However, the date of the transition to BAU was always planned to be flexible and dependent on partners being satisfied that all new processes had embedded across the organisation. The partnership acknowledged that the onboarding had been a success, and also recognised that improvements in the key areas of focus was required before the partnership could be deemed stable enough to move to BAU. It was agreed at the board in March 2019, by all parties, that an extended period of monitoring was required.
- 2.2 At the nine-month gateway review in September 2019, it was acknowledged by the partnership that progress had been made in closing stabilisation issues. The council's performance had been strong in all areas and the partnership agreed that there was a need to ensure that the improvement in Finance was sustained and that focus on buyer and supplier compliance to align performance to that of an established partner was continued.
- 2.3 Aside from Finance, Recruitment was also identified as an area of focus in the embedding of the model. To support both areas, additional weekly improvement calls were established for Finance and Recruitment from September onwards, focusing on an agreed improvement plan and compliance to the Shared Service model.
- 2.4 The partnership agreed at the September board to extend the stabilisation period and review the Council's performance on the December performance board meeting during the 12-month gateway review.

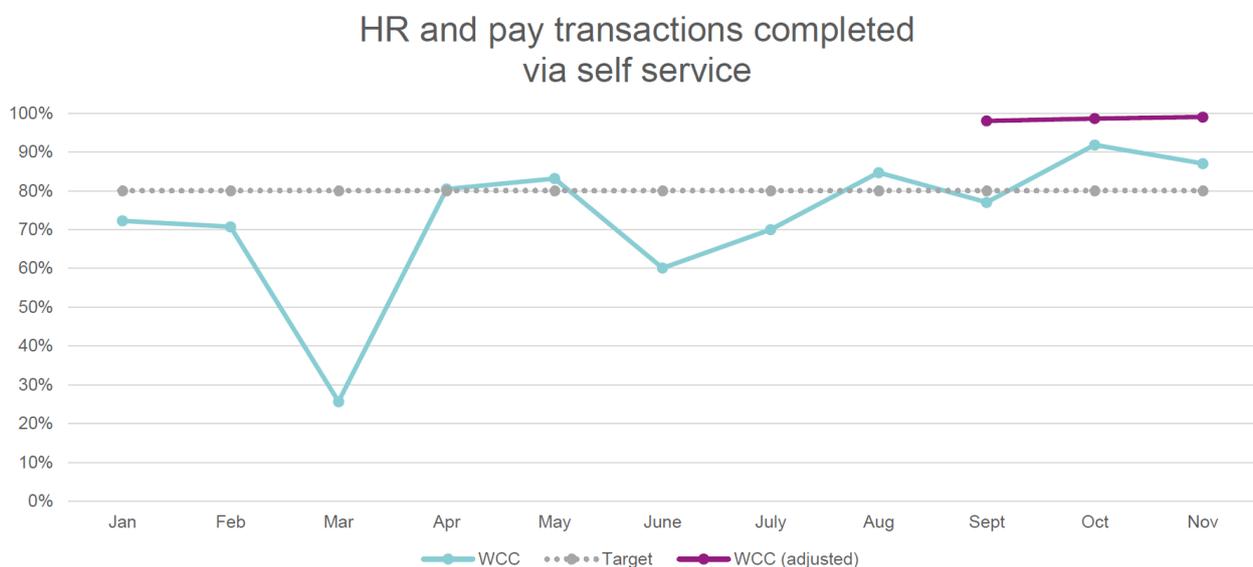
3. 12-Month Gateway Review

- 3.1 On the 19th December at the IBC performance board meeting, the council's performance against the stabilisation metrics was discussed with regards to compliance with the Shared Services standard operating model.

- 3.2 At the meeting it was reported that the Council had met all stabilisation metrics in the previous three months.
- 3.3 The weekly improvement calls for both Finance and Recruitment which took place from September onwards had a positive impact and there has been positive progress which were reflected in the performance data.

4. HR Self-Service

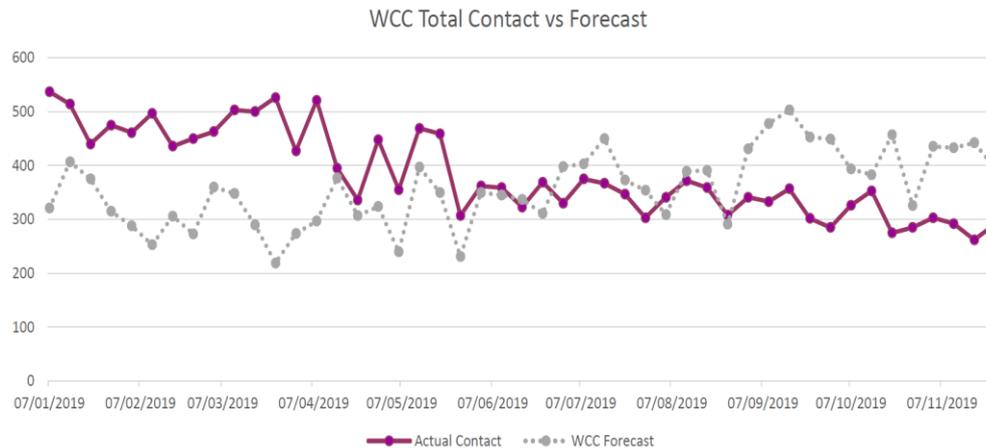
- 4.1 The IBC enables staff and managers to self-serve HR tasks, for example booking or approving annual leave, recording sickness, amending personal/employee details and managing teams.
- 4.2 Performance on HR self-service has been strong, and the 80% target has been met since April 2019. It was acknowledged by HCC that where the target has not been met that this could be attributed to events that could not be processed through self-service (e.g. childcare voucher processing, pay reward, election transaction pay adjustments). Therefore, HCC have created an adjusted metric to exclude any actions that cannot be completed via self-service. The council’s performance for HR self-service has been consistently above 95% in the last 3 months on this adjusted metric.
- 4.3 The graph below shows HR and pay transactions completed via self-service against target from January to November 2019. The pronounced dip in March was due to the onboarding of new colleagues from City West Homes in April, which required manual input of HR data.



- 4.4 In November, performance reached the highest at 99%, excluding transactions that could not be processed using self-service such as childcare processing, election transactions pay adjustment.

5. Contact Volumes

5.1 The IBC can be contacted by phone, via webchat or by raising an enquiry form. The volume of customer contact has continued to decrease, and since the beginning of June has either met or been below the planned forecast almost every week. This demonstrates a positive cultural shift in WCC in adopting the self-serve model, which has been a result of the communication and engagement efforts within the organisation. See below contact volume for January-November 2019.



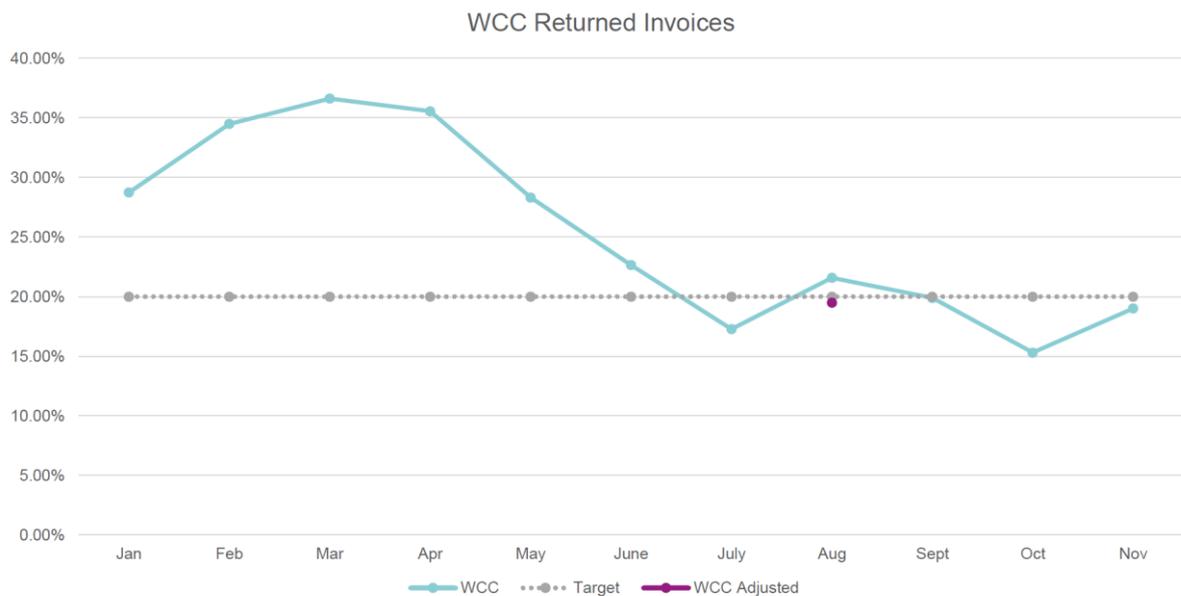
5.2 Although targets have been met in reducing contact volume, continued efforts are still being made in shifting the contact channel to enquiry forms and webchat. The most used contact channel by staff and suppliers was telephone, followed by enquiry forms and webchat. The contact channel mix figures from December 2018 to November 2019 are;

Month	Contact Channel		
	Call	Enquiry Form	Webchat
Dec-18	48%	49%	3%
Jan-19	43%	55%	2%
Feb-19	41%	66%	3%
Mar-19	41%	55%	4%
Apr-19	44%	51%	5%
May-19	49%	54%	7%
Jun-19	59%	36%	5%
Jul-19	60%	35%	5%
Aug - 19	57%	38%	5%
Sept-19	59%	34%	5%
Oct - 19	61%	36%	5%
Nov - 19	63%	33%	4%

- 5.3 The recent increase in telephone contact were driven by direct dial requests for WCC departments and IT access issues that were related to the WCC local IT environment which the IBC cannot help with.
- 5.4 The general queries were signposted to the IBC by the WCC general enquiries team. An FAQ document has now been produced to provide the WCC general enquiries team with guidance on the scope of the IBC, and how to effectively triage enquiries. Further engagement with the WCC general enquiries team and a knowledge sharing session is being planned.
- 5.5 A meeting with the IBC IT and WCC IT is also scheduled this month to look at the IT issues in detail.

6. Finance - Returned invoices

- 6.1 There have been improvements to the performance metrics in the past 3 months which shows WCC meeting the 20% target.
- 6.2 The table below shows the figures on returned invoices from January to November 2019. The adjusted figure for August, reflected the Council’s performance when the IBC removed those invoices that were returned in error or due to other processing reasons. This indicates that Finance have met performance metrics since July 2019.



7. Recruitment

- 7.1 As part of the recruitment improvement actions to embed the Shared Services Recruitment model, time to hire and customer satisfaction in recruitment has been monitored as part of the monthly performance groups.
- 7.2 There has been good progress in reducing the post offer time to hire since August which reduced to only 17 days in November.

- 7.3 The time to hire pre-offer increased by 5 days in November. This is heavily reliant on managers initiating processes, such as job adverts, shortlisting and creating conditional offers. Whilst this increased to 38 days in November, analysis of the data showed that 2 recruitment campaigns for multiple roles where significant delays with Hiring Managers submitting conditional offers and extending advert closing dates distorted this metric.
- 7.4 There is ongoing manager training and engagement sessions which are delivered jointly by WCC and HCC. It is envisioned that the council will deliver the training independently in the long term.
- 7.5 Customer satisfaction has increased in November to an average of 7/10. The manager training and engagement will be continued to ensure that this is sustained.
- 7.6 See data on recruitment from December 2019 to November 2019.



8. IBC Response Rate and Customer Satisfaction Levels

- 8.1 99% of the cases are responded to by the IBC support team within five working days. Between 96 and 98% of the cases are resolved within ten working days.
- 8.2 Our staff satisfaction levels have steadily increased during the stabilisation period. 82% of our staff were highly satisfied and 87% satisfied with the service they received in August 2019, which far exceed the partnership wide goal of 70% highly satisfied and 80% satisfied. Coupled with the reduction in contact volumes, this demonstrates customers are increasingly adapting to the system and view the Shared Services model positively.

9. Forecasting and Budget Monitoring

- 9.1 As part of the IBC self-service model, forecast planners across the organisation were expected to input forecasts from June 2019 onwards in the IBC.

- 9.2 Training for budget holders was held between January and March 2019. Further training for the Finance team took place in May 2019 so that they were ready to support their budget holders.
- 9.3 There are 336 forecast planners identified across WCC. There has been a steady increase of the number of forecast planners doing their forecasting using the IBC since June 2019. However, there was a dip in October and November.

Month	No. of Forecast Planners who input Forecast in IBC	% Total Number of Forecast Planners
June	61	18.15%
July	94	27.98%
August	122	36.31%
September	139	41.37%
October	134	39.88%
November	95	28.27%

- 9.4 Engagement sessions with forecast planners are planned in January onwards to further encourage and support managers to use the system. A dedicated project team has been set up to train forecast planners on how to use system and more importantly on how to input accurate forecasts. Additional easy to understand guidance and online videos on forecast planning for managers are also currently being developed.

10. HR and Finance Reporting

- 10.1 On the 27th November, the IBC launched the enhancements to the manager HR portal reports and the new central HR report. This included new consolidated reports for managers and a new report for HR colleagues holding personnel, pay and absence data. The new central HR report addresses the key concerns highlighted to HCC by reducing the reliance on multiple data extracts, increasing the data fields available from SAP and enabling multiple selection of organisational units.
- 10.2 The IBC held a user engagement session to allow HR staff to trial the reports and review the associated web guidance. Positive feedback was received from the session.
- 10.3 The central HR report has already been run over 124 times by HR. This suggests that users are engaging well with the new report, and the session has provided colleagues with the knowledge to effectively self-serve HR information.
- 10.4 In terms of the enhanced manager reports, data shows that the manager reports have been run over 330 times by over 100 managers, and the staff sickness overview report has been run the most frequently.
- 10.5 There is also ongoing work on Finance reporting between HCC and WCC to further improve the current Finance reports in the IBC which will be ready before April 2019.

11. Next steps – Business As Usual

11.1 Based on the council's overall performance with regards to the key criteria to exit stabilisation, WCC has demonstrated the organisational adoption of the IBC standard operating model.

11.2 It was agreed by the partnership board on the 19th December that WCC exit stabilisation and enter BAU governance in Q4 2019/20. However, it was acknowledged by the partnership that a phased approach will be followed for Finance and Recruitment.

11.3 The table below outlines the differences between Stabilisation Governance and BAU Governance, which would be implemented immediately for HR and from Q1 2020/21 for Finance and Recruitment.

Action	Stabilisation Governance	BAU Governance
Payment Terms	Immediate	30 days from scan of a Valid Invoice
Peer to Peer Calls	Weekly	N/A
Stabilisation Tracker	Ongoing	N/A
Performance Group Meetings	Monthly	N/A
Stabilisation Calls	Bi-Weekly	N/A
Communication Meetings	Monthly	Quarterly
Datasets	Weekly and Monthly	Quarterly
Functional User Groups	N/A	6 weekly
Operational Performance Group	N/A	Quarterly (04/20,07/20,10/20)
Shared Services Board	N/A	Quarterly
Operational Forum	N/A	Bi-Annual

11.4 See governance structure for BAU below which will be followed

