

Shared Service Business Plan 2023 to 2024

SERVICE DETAILS

Service Name	Transactional Services
Service Manager	Mel Fitzpatrick
Client Managers	Paul Goodwin/Heather Grove

1) OVERVIEW

Transactional Shared Services is currently hosted by Cheshire West and Chester Council and provides services for both Cheshire West and Chester and Cheshire East Councils in addition to schools, academies, council businesses and other organisations choosing to buy-back the following functional services:

- Recruitment and Pay
- Payments and Income
- Governance and Support

2) BUDGET SUMMARY

2023/2024 Planned Budget £	£4.818m gross, see below for funding
Comments	<p>The permanent budget of £4.818m gross is based on the shared service permanent structure, there is also a planned overspend of up to £0.296m for 8 temporary posts in Governance and Support. The permanent budget funds 106 operational posts in Governance and Support, Payments and Income and Recruitment and Pay as well as the managers for those services and for the shared service. The funding for the budget is provided by a variety of funding sources- an income target of £1.7M relating to buy back services from schools, Cheshire Pension Fund, Council Businesses and other organisations (£3.118m) comes from the two Councils, Cheshire East and Cheshire West, currently split 50:50, but work has been ongoing to review the numbers of transactions for each Council and the percentage split.</p>
Mid-Year Forecast £	£0.276m forecast(overspend) to be shared between the two Councils
Comments	<p>The forecast overspend is mainly attributable to the planned staffing overspend in Governance and Support to support UNIT4 developments and improved functionality.</p>
End of Year outturn £	

3) KEY PRIORITIES AND OBJECTIVES

Number	Service Priorities/ Objectives	Date due for completion	Mid-Year Review Comments	End of Year Comments
1	Reduce demand on shared service	31.03.24	<p>Work is ongoing on the Demand Management Programme the objectives of which are to:</p> <ul style="list-style-type: none"> ➤ Demonstrate best practice and enable the most efficient, cost-effective delivery for residents, customers and the council; ➤ Embrace the principles of digital first, standardisation, automation and self-serve in the re-design and delivery of services; ➤ Reduce costly multiple hand-off processing through embracing re-design and continuous improvement approaches to minimise failure, avoidable and preventable demand; ➤ Improve the design of internal processes, automation and accessibility through the provision of information, training and workforce development to enable self-help and embedding of new processes and procedures as business-as-usual practice; ➤ Continue to work collaboratively with 	

			<p>colleagues across the council to reduce printing, paper and avoidable transactional contact & associated costs, aligned with meeting environmental targets & reducing the Councils carbon footprint.</p>	
2	<p>Complete outstanding recommendations from shared service review</p>	31.03.24	<p>An action plan is in place to progress the recommendations of the shared service review.</p> <p>A review is scheduled for quarter 3 to ensure that robust and proportionate governance and assurance arrangements are in place to take forward key actions to March 2024.</p> <p>The revised performance management framework is now in place and is managed via the monthly Transactional Services governance structures.</p> <p>The scoping and design of Customer satisfaction surveys will commence in quarter 3 with a view to roll out in quarter 4. This will help to the shared service to gain insight and feedback from customers to inform the continuous improvement of the service offer set within the context of available resources.</p>	

3	Agree new pay mechanism incorporating schools	31.07.23	<p>Significant work has been undertaken in relation to review of the Pay Mechanism incorporating schools.</p> <p>Key financial and volumetric activity data has been refreshed however, given that UNIT4 is still not fully optimised, further work is required to solidify the accuracy of the data and provide sufficient time to improve associated business processes with a view to mobilising the new pay mechanism with effect from the 24/25 financial year.</p> <p>In addition to being a basis for cost apportionment, the opportunity to identify and share best practice to drive down avoidable and failure demand will be maximised across the shared service.</p>	
4	Complete service review including redundancies	30.6.23	<p>The service review and associated re-structure is complete.</p> <p>Recruitment to the new structure is ongoing and expected to conclude in quarter 3. Further work is being undertaken to embed the new business model and ensure this is clearly communicated with key partners and stakeholders.</p>	

4) KEY PERFORMANCE INDICATORS (KPI)

Payments & Income							
Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Mid-year Actual CE	Mid-year Actual CWaC	End of year Actual	Comments
TS001	Payment to Supplier within terms		90%	96%	93%		
TS002	Timely and accurate resolution of unallocated income		85%	81%	80%		Timely and accurate resolution of unallocated income is usually a period behind as the team work on these during the month following cut off. A dip in performance was observed in June 2023 as a result of team members with significant knowledge leaving the service. Vacancies have now been filled and work is ongoing to support knowledge transfer and multi-skill teams to build further resilience.
TS003	Timely and accurate Direct Debits Collected		90%	100%	100%		
TS004	Issues resolved at first point of contact		90%	97%	99%		

Recruitment & Pay							
Number	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Mid-year Actual CE	Mid-year Actual CWaC	End of year Actual	Comments
TS005	Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working days of complete and accurate information being received (exc schools)		95%	77%	83%		In line with historic trends, contract requests increase over the Summer-period for September new starters/position changes. Vacancies in the new structure whilst recruitment is still ongoing has resulted in reduced resource availability and consequently, reduced knowledge base in the team. Additional resources from across TS have been transferred to provide support to the contracting function during this peak demand period.

TS006	Confirmation and Final Contractual Documents of Employment provided for each new employee within 5 working days of complete and accurate information being received		90%	70%	79%		<p>Additional permanent resources joined the Team mid-October 2023 which will further support the Teams capacity.</p> <p>Whilst the performance position remains below target, the direction of travel is positive with performance significantly improving in September when compared to August 2023. Performance Clinics will shortly be introduced to facilitate deep dives into performance exception areas with a view to undertaking root cause analysis and supporting solution-focussed performance improvements.</p> <p>UNIT4 developments have been identified and once mobilised, will help to auto-generate letters which will reduce demand on the team. Development work is also ongoing with Hireserve to enable the automation of contracts which are currently produced manually.</p> <p>Performance Clinics will shortly be introduced to facilitate deep dives into performance exception areas with a view to undertaking root cause analysis and supporting solution-focussed performance improvements.</p>
TS007	Percentage of pay made accurately and on time (EXC Schools/Users)		99%	99%	99%		
TS008	Percentage of pay made accurately and on time (Officers & Schools)		99%	99%	99%		

TS009	Issues Resolved at first point of contact		90%	48%	64%		<p>The % of issues resolved at first point of contact is dependent on the complexity of the enquiry and whether specialist advice or more detailed case investigation is required for example in relation to tax refunds. The KPI is currently based on call volumes and has experienced a high level of complex enquiries which has impacted the resolution at first point of contact rates.</p> <p>Work is ongoing to streamline access channels to ensure that enquiries are managed within an agreed Standard Operating Procedure and risk-based response timescales. Once mobilised, KPI metadata will be reviewed to reflect the revised enquiry protocol.</p> <p>Performance Clinics will shortly be introduced to facilitate deep dives into performance exception areas with a view to undertaking root cause analysis and supporting solution-focused performance improvements.</p>
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Governance & Support							
	Key Performance Indicator Description	Previous Year Actual	Current Year Target	Mid-year Actual CE	Mid-year Actual CWaC	End of year Actual	Comments
TS010	Percentage of INCIDENT halo tickets received within 5 working days of receipt		90%	86%	86%		Performance is continuing on a positive trajectory with a further increase in incident HALO tickets resolved within 5 working days.
TS011	Percentage of INTERNAL SERVICE request halo tickets closed within 5 working days		85%	83%	83%		Recruitment continues to the new structure and training and knowledge transfer with new staff members is currently underway which will help to maintain and build on the positive direction of travel in terms of achieving performance targets.

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							Performance Clinics will shortly be introduced to facilitate deep dives into performance exception areas with a view to undertaking root cause analysis and supporting solution-focussed performance improvements.
TS012	Percentage of fully completed POSITION ADMINISTRATION FORMS actioned within 5 working days		90%	98%	98%		
TS013	Percentage of HELPDESK calls answered		95%	98%	98%		

5) KEY RISKS

Number	Key Risk Description	Initial Risk Rating	Mid-year Rating	End of year Rating	Comments
1	Continued loss of income from schools	9	9		Review currently being undertaken to outline the current position, future service delivery options and mitigations.
2	Capacity within service to continue to progress and embed UNIT4 developments	9	9		Additional temporary resources approved in the 23/24 budget to enhance the capacity of the Governance and Support Team to implement UNIT4 developments and improve functionality. Recruitment is still ongoing - Further review will be undertaken to align with the future roadmap for UNIT4.
3					
4					
5					

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6) ISSUES SUMMARY

Number	Issue Description	Date issue arose	Date issue closed	Comments
1	None raised			
2				
3				
4				
5				

APPROVAL

Approval	Name	Job title	Date Agreed
Service Manager	Mel Fitzpatrick	Head of Transactional Shared Services	
Client Manager CEC	Paul Goodwin	Head of Financial Services	
Client Manager CWC			
Head of Service/Director	Debbie Hall	Director of Finance	

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