Business Services Contract Data Sheet

Capita

Produced by Commercial Services
Managers of the Council’s External Spend

Purpose

This document is one of a series of documents produced by Commercial Services providing information on Sheffield City Council’s key Suppliers, the Services they provide and their performance in the delivery of those Services.
Capita delivers back office administration and front office customer contact services to private and public sector organisations across the UK and Ireland.

Capita is the UK’s leading business process outsourcing (BPO), transformational and professional services company, employing over 36,000 employees across the country, and has an extensive track record of service delivery and transformation in Local Government.

The Capita link with Sheffield dates back to 1994. Capita currently employs approximately 2,000 staff across the city making them one of the largest local employers. Over 500 of these employees work within the Strategic Partnership with Sheffield City Council.

The following describe the visions of this Partnership.

- To create a step change in performance and bring real benefits to people in Sheffield.
- To transform public services in Sheffield, improving customer satisfaction and enabling the Council to work flexibly.
- To provide highly efficient and highly cost effective core services as a basis for further improvements in Business Transformation.
- To ensure that a true Partnership is formed in which we have clear goals and a shared interest in success.

Sheffield City Council’s contract with Capita covers five areas of business services which commenced in January 2009 and ends in January 2016, unless the option to extend, included within the contract, is taken up. The contract can be extended by a further 6 years for either all or some of the services.

The business service areas covered by the contact are:

- ICT
- Revenues and Benefits
- HR and Payroll
- Financial Business Transactions
- Business Transformation

(A full breakdown of services can be found on the following page)

The range of services delivered by the contract directly benefits both the Council’s internal staff, and hence the Council’s business and the citizens of Sheffield, making it the most diverse contract managed by the Council.
Capita provide the following services on behalf of SCC under the Business Services Contract:

- **ICT (Hardware, Software, Infrastructure, Communications, Security)**
  - Hardware supply (desktops & laptops)
  - Software
  - System Maintenance & Access
  - Managed Print
  - Bulk Printing
  - Networking
  - Storage
  - Intranet, Internet & Extranet provision
  - Telephone Communication (landline & mobile)
  - Systems & Internet Security
  - Help Desk Service

- **HR & Payroll**
  - Payroll Services for Council & Schools
  - HR Advisory Services
  - HR Connect

- **Revenues & Benefits**
  - Council Tax Collection
  - Business Rate Collection
  - Bulk Cashier Service
  - Housing Benefits
  - Council Tax Benefit Scheme
  - Call Centre Service

- **Financial Business Transactions**
  - Creditor Service
  - Debtor Service

- **Business Transformation**
  - Council Transformation Projects e.g. Business Process Re-engineering, innovative working practises

---

**Supplier details and operating base**

Capita Business Services  
Derwent House  
Arundel Gate  
Sheffield  
S1 2JY

[Capita Home Page]
Key facts and figures

- Contract Commenced – January 2009
- Contract Ends – January 2016 (option to extend for 3 x 2 years)
- Duration – 7 years
- Current Value - £205m over the 7 years
- Volumes
  - Creditor Invoices circa 90,000 per year
  - Debtor Invoices circa 6,500 per month
  - Cashiering circa 3,000 transactions per month
  - Revenue collection circa £280m per year

Contract management governance arrangements

Sheffield City Council has defined the best practice approach implemented for managing and developing its commercial relationships - the Intelligent Client Model. This is supported by a world class contract management approach developed by the Council’s Commercial Services Department.

The ‘Intelligent Client’ is defined as the integrated roles, responsibilities, structures, processes and values that exist to ensure that Sheffield City Council manages and develops the delivery of services and systems, minimises risk and obtains value for money over the full life of the commercial relationship, defined by the legal agreement put in place between the Council and the Service Provider.

The management of Sheffield City Council’s Contracts is supported by comprehensive governance arrangements in the form of Governance Boards.

**Strategic Partnership Board:**

This Board is about strategic direction, major developments and an oversight of the effectiveness of the Contract. It is not involved in the management of the Contract unless matters of a serious nature are escalated by the Management or Service Operations Boards.
Management Board:

This Board is about the performance management of the Contract and service provision.

The Management Board has responsibility for ensuring that Performance Indicators are being achieved, risks are being jointly managed, the Payment and Performance Mechanism is being operated correctly, a high performance relationship and culture is being developed and maintained and that Contract variations, or issues are resolved.

Service Operations Board:

This Board is responsible for the ongoing performance and development of the contracted services within the specific service area. Where a Contract has a number of individual service areas, it may be appropriate to have individual Service Operations Boards for each service area.

All Boards are controlled by Sheffield City Council.

It is important that the Intelligent Client and Service Provider(s) are working in partnership, which is about performance and people. The ‘people’ elements are within the ethos and principles or culture and values which the Intelligent Client will establish, and are based on the following:

- Openness, excellent communication, mutual trust and sharing of information
- Developing agreed and clearly understood mutual objectives
- Commitment towards continuous improvement
- Resolution of problems in a constructive and collaborative way
- Working proactively to manage a relationship
Contract management governance arrangements (cont’d)

**Governance**
- Service Operations Boards for each Service held monthly
- Management Board held monthly
- Strategic Partnership Board held quarterly

**SCC Contacts**
- Andy Howells – Interim Commercial Director (Contract Owner) andy.howells@sheffield.gov.uk
- Phil Moorcroft – Interim Assistant Commercial Director phil.moorcroft@sheffield.gov.uk
- Pete Humphreys – Senior Contract Manager peter.humphreys@sheffield.gov.uk
- Tim Dent – Contract Support Officer tim.dent@sheffield.gov.uk
- Angela Cawkwell – Interim Director of Business Information & Transformation angela.cawkwell@sheffield.gov.uk
- Julie Toner – Director of HR & Payroll julie.toner@sheffield.gov.uk
- Andrew Eckford – Finance Director andrew.eckford@sheffield.gov.uk
- Liz Orme – Revs & Bens Director elizabeth.orme@sheffield.gov.uk

**Capita Contacts**
- Jason Slatcher – Partnership Director jason.slatcher@capita.co.uk
- Gary Wilkinson – Commercial Director gary.wilkinson@capita.co.uk
- Graeme Miller – Finance Director graeme.miller@capita.co.uk
- Andy Jarvis – Revs & Bens Director andy.jarvis@capita.co.uk
- Phil Burrell – HR & Payroll Director phil.burrell@capita.co.uk
- Ian Middleton – FBT Director ian.middleton@capita.co.uk
- Mark Smith – ICT Director mark.smith@capita.co.uk

Key performance data
- Council Tax Collection Rate – Target = 96.6%
- Average Speed of Processing New Claims – Target = 26 days
- % of payments by due date – Target = 100%
- Service Availability % Answered – Target = 92%
- FBT Service Availability – Target = 100%
- Print & Dispatch Customer Invoices – Target = 98%
- Critical App Service Availability – Target = 99.9%
- Network Availability – Target = 99%

Capita KPI Performance Table
Employment, apprenticeships and Corporate Social Responsibility

Volunteer Readers in Concord and Southey Green Junior School
6 volunteers helping 12 children each week – a total of 12 hours each week in ‘business’ time (1 hour reading + 1 hour travel)

SATs Reading volunteers
5 involved – approximately 30 hours

Culture Kids Workshops
4 employees conducting 3 half day workshops last year involving 60 children.

Career Kids Workshops
4 employees conducting 1 half day workshops last year involving 60 children.

Business Action on Homelessness
A two week placement given to 4 clients as part of ‘Business in the Community’s Ready for Work’ programme.

Monthly Dress Down Day collection
£1 collected from each employee choosing to dress down on the last Friday of each month. A different charity is chosen each month from suggestions given by staff. A total in excess of £2,500 was raised last year.

Charity Week
Capita holds an annual charity week which benefits its chosen charity partner. This partner is currently the ‘Alzheimer’s Society’ and remains so for a 2 year period. Charity week last year raised over £700.

In addition, the Local Government Services area has its own (2 year) partner which, at the moment, is ‘Help for Heroes’. Last year, two Fun Days were held at which online bingo was played, cake trolley and raffles were on offer and the total raised was in excess of £600.

Disaster Appeals
Capita holds extra ad-hoc Dress Down Day collections to support disasters appeals e.g. ‘African Drought’ - £183.79
Give and Gain Day

Last year, a team of 20 volunteers (including a few from SCC) helped transform the Bevin Court Hostel in an Annika Rice style 1 day event. £500 was donated from Capita in materials.

Visits to The View

Capita host events such as the Book Club or a visit from Thornton’s (the chocolate people) in the canteen area. Their produce is sold and they are asked that 10% is donated to the ‘Capita Helping Hands’ charity account. Last year, this netted around £200.

In addition

Capita have on-going charity work in local areas of the business which are supported by Capita in terms of promotion, printing material and time given to the cause. These are usually where a colleague has a personal involvement and typically involves a team supporting their colleague in events such as baking or (for example) someone selling jewellery.

Buy local contributions

Capita Business Services office is located in Sheffield city centre & is staffed with people from the local area, many of which were previous SCC employees.

Capita Business Services also sub-contract work out to a number of local businesses to assist with the delivery of the Contract.

Other useful links

Diversity Report for 2012

Sheffield Partnership
Diversity Report 2012

Environmental Policy

Environment Policy
January 2012

Health & Safety Policy

Health & Safety Policy January 2012