

## BUSINESSLINK

"In negotiating the supply of new desktop computers, Businesslink not only provided FACS staff with better equipment, but also saved up to \$3 million. That's an extra \$3 million that the department can now spend on improving services for clients throughout NSW!"

CLIFF HAYNES, ASSISTANT DIRECTOR GENERAL  
CORPORATE AND SHARED SERVICES



## CHIEF EXECUTIVE'S FOREWORD

In 2010–11, NSW Businesslink Pty Ltd (Businesslink) increased the momentum of shared services reform, forging closer partnerships with our customers as we work towards the common goals of reducing costs and improving services to the people of NSW.

We returned \$9.6 million in benefits to our customers in 2010–11, and we began the process of restructuring the business to ensure that we continue to improve our performance in the future and remain a leading service provider.

We also achieved the majority of mandatory information and communication technology (ICT) budget reductions for FACS and we are now in our fifth year of successfully maintaining or reducing our prices.

During the year, we delivered a number of new projects and systems, including online recruitment, managed desktop and printer services and video conferencing – all designed to reduce costs and increase efficiency for our customers.

We also increased our capabilities for delivering frontline services directly to the community on behalf of our customers, competing in the open market for new services such as the Seniors Card and information service.

Our challenge now is to continue the momentum. In 2011–12, our focus will remain on delivering quality business services to our customers at low cost. In short, providing our customers with increased value for money.

To begin this journey and help us to become a more service-oriented organisation, we have adopted a new operating model based on best practice, and we have engaged a new executive team. Our aim is simple – we want to be the best we can be.

We have signed new partnership agreements with our customers, which detail how we will work together to achieve our common goals.

I would like to take this opportunity to thank all staff at Businesslink, our Board and our customers at FACS for their help in achieving our goals this year. Together, we can continue to improve performance in 2011–12.



**Albert Olley**  
Chief Executive  
Businesslink

As a company under the Commonwealth *Corporations Act 2001*, Businesslink submits a separate report to its shareholders and Parliament. This chapter provides a brief summary of the work Businesslink has undertaken for the department during the year so information can be read in the context of the whole document.

For further details on the performance of Businesslink, a full copy of the Businesslink Annual Report 2010–11 can be found at [www.businesslink.nsw.gov.au](http://www.businesslink.nsw.gov.au)

*"We returned \$ 9.6 million in benefits to our customers (and) began the process of restructuring the business to ensure that we continue to improve our performance in the future and remain a leading service provider"*

# Overview

## WHO WE ARE

NSW Businesslink Pty Ltd is the shared services outsourced provider to FACS under a service partnership agreement. Public servant personnel within Businesslink are provided under a personnel supply agreement between Company and Crown.

Businesslink was incorporated on 28 June 2004 under the Commonwealth *Corporations Act 2001*.

Our mission is to deliver high-quality business services to our customers at the lowest cost in the Australian market.

## WHAT WE DO

We provide a broad range of services – information technology, finance, human resources, facilities management, project, property, workforce and business support services to a number of departments and organisations.

We do not directly employ staff. All executive personnel and the majority of operational personnel are engaged by the Company under the terms of its personnel supply agreement with FACS.

NSW Businesslink Pty Ltd is a Corporations Act company with shareholders made up of the Treasurer, the Minister for Family and Community Services, and the Minister for Ageing and Minister for Disability Services.

Governance and direction is provided by the Board of Directors. Under the shareholders agreement, Businesslink is required to operate within the parameters of a Statement of Business Intent. This is prepared annually and approved by the shareholders.

## OUR STAKEHOLDERS

Our stakeholders include:

- Department of Family and Community Services
- Department of Attorney General and Justice – Juvenile Justice
- Department of Education and Communities – Aboriginal Affairs and Children's Services
- Department of Finance and Services – NSW Government Licensing Service, State Property Authority
- AC3
- non-government organisations (NGOs).



# Using technology to connect people

In early 2011, new video conferencing facilities were introduced in more than 28 FACS offices across NSW.

This state-of-the-art technology is used for a range of activities including staff training, interviews and meetings.

The technology reduces costs and travelling time to meetings, particularly for frontline FACS staff in remote areas who were spending hours in cars, planes and trains, allowing them more time to do their work.

Senior Specialist Psychologist on the North Coast, Heike Mebold, explained how video conferencing was also benefiting clients.

“A young child recently needed specialist medical consultation with the tele-psychiatry service at Westmead Children’s Hospital. Under normal circumstances, the parents would have needed to fly the child to Sydney, which is expensive and challenging.

“We used video conferencing to facilitate the consultation between the child, the parents and the specialist psychiatrist so the need to travel and the disruption was minimal,” said Heike.

The parents were thrilled with this process and appreciated being able to access specialist services in a way that was easy for them.

Video conferencing was implemented as one of many corporate and shared services reform initiatives delivered across FACS during the year. Video conferencing has not only improved collaboration between staff throughout the department, it has also reduced the time, cost and resources spent on staff travel.

*“A young child recently needed specialist medical consultation... We used video conferencing to facilitate the consultation between the child, the parents and the specialist psychiatrist so the need to travel and the disruption was minimal.”*

# Our performance

## STATEMENT OF BUSINESS INTENT

Our Statement of Business Intent (SBI) summarises the goals, objectives and initiatives of our business plan. The SBI provides a focus for the major activities and deliverables we said we would provide in 2010–11 and outlines our aspirations over the next three years. Our focus on providing quality and low cost support to FACS (and other customers) is consistently represented throughout the SBI.

The 2010–11 SBI builds on the strong foundations that were put in place in previous years and confirms our operating model as a robust, transparent and growing business that is helping the government to achieve lower cost infrastructure, streamlined back office applications and shared services built on centres of capability. Along with a business risk management framework, this aims to free up FACS resources to deliver front-line services.

We remain committed to providing increased value for money services, while expanding our capabilities to meet broader whole-of-government objectives.

## Summary scorecard of results achieved

ITEM	RESULT
Financial result satisfactory	✓
Financial forecast in line with budget	✓
Product volumes in line or ahead of budget	✓
Statutory reporting within timeframes	✓
Key projects operating within tolerances	✓
Corporate risks understood and being managed	✓
Internal audit reports – score three or better	✓
Occupational health and safety	✓
Environmental accountability	✓
All staff below 40 days accrued leave	improving

Source: Statement of Business Intent 30 June 2011 result.

## Benefits returned by year

2010	2011	2012 (EST*)
\$5.62 million	\$9.65 million	\$12.88 million*

Source: Statement of Business Intent June 30 2011 result.

\*Additional benefits are planned in 2012 through the FACS Corporate and Shared Services Reform Program.

## Prices flat or reduced 2008–11

	2008 (%)	2009 (%)	2010 (%)	2011 (%)
Our prices	-	-	-	-
Wages	4	4	4	4
Consumer Price Index	2.5	2.5	2.5	2.5

## Highlights

In 2010–11, we:

- delivered cost savings and efficiencies of \$9.6 million, with another \$12.8 million budgeted for 2011–12
- achieved the majority of mandatory ICT budget reductions for FACS
- rolled out cost efficiency projects including online recruitment, managed desktop and printer services, and video conferencing, and processed Seniors Card applications
- continued to maintain or reduce prices
- transitioned new customers Juvenile Justice, Aboriginal Housing Office and Aboriginal Affairs to our services
- developed a new service partnership agreement with FACS
- moved Businesslink towards a service-oriented organisation through a new organisational structure.

## DELIVERING COST SAVINGS

Any savings we make are given back to customers in the form of flat prices and improved services. In 2010–11, our target for ICT savings was \$3.8 million, and we achieved about \$5 million.

## SUPPORTING FACS SERVICES

We provide a range of services to customers and support staff across FACS to enable them to do their day jobs and deliver

services to individuals, families and communities in NSW.

In providing these services, we proactively invested in tools and capabilities to reduce the level of underlying assets and costs required to provide these services.

During 2010–11, 159 projects were delivered by us including:

- a new funding management system for Ageing, Disability and Home Care
- a new invoice management system
- infrastructure and support services for Housing NSW's new client information system
- a core infrastructure project – a new, single computing platform for our staff
- transitioning of Aboriginal Affairs, Aboriginal Housing Office and Juvenile Justice to Businesslink services
- outsourcing of video conferencing facilities for FACS staff to reduce time and cost travelling to meetings across NSW.

## SERVICES

IT SERVICES				
<b>CORE</b>	Help desk and technical support	Desktop and hardware	Data storage and cloud services	Software and security
<b>VALUE ADDED</b>	Systems and process integration	IT project management	Design and sourcing	Business consultancy
HR & EMPLOYEE SERVICES				
<b>CORE</b>	Payroll	Recruitment	HR Helpdesk	OH&S
<b>VALUE ADDED</b>	HR Advisory (including org' design)	Learning and development	Case management	Workers' compensation and return to work
FINANCE & BUSINESS SERVICES				
<b>CORE</b>	Receivables and payables	Fleet service	Property management and fitout	Debt and credit management
<b>VALUE ADDED</b>	Financial reporting	Records management	Grant management	Taxation advice
Services direct to public				
Seniors Card and information service				
Foster carer applications				
Licence processing service (e.g. building and fishing)				

*\$5 million*

*savings achieved in 2010-11 for ICT, with a target of \$3.8 million*

# Our performance

CONTINUED

## Seniors Card

In February 2011, we began providing the Seniors Card service on behalf of Ageing, Disability and Home Care.

The Seniors Card provides seniors with discounted services including transport and sport activities.

It was expected that this service would receive approximately 120,000 transactions per year. Within the first two months of providing the service, we had processed almost 30 percent of the expected total transactions for the year, within the service level agreement and with no additional resources required.

While the target for answering calls from service users is within 30 seconds, calls are currently answered within five seconds on average.

## E-recruitment

We recently transitioned our customers to the new public sector e-recruitment system. The move enabled us to lower our costs and increase efficiencies by taking advantage of opportunities to consolidate and streamline processes. We used our experience in providing a similar system previously to contribute feedback to the Department of Premier and Cabinet on the whole-of-government roll-out.

We developed support materials and e-learning packages and established a dedicated support team in the Business Service Centre to support implementation and make recruiting staff as easy as possible for managers.

The new e-recruitment system has:

- reduced more than 300 different recruitment correspondence to 30 standard letters
- reduced 15 request to fill forms to two standardised forms
- brought about one single FACS job board for staff to view career opportunities (before there were 13 separate job boards)
- standardised probation periods, health declaration and expression of interest procedures.

On average, 30 jobs are advertised per week and 700 applications received. Ninety-nine percent of applications received are online. Moving to this new system has resulted in a reduction of six positions in Businesslink recruitment.

## Funding administration

In October 2010, we began managing funding arrangements for Ageing, Disability and Home Care. Since then there has been more than \$1 billion in payments made to 903 service providers and 8,500 requests for support from ADHC staff and NGOs about applications, data and reporting.

## Housing NSW client information

We supported Housing NSW's client information system (HOMES) with infrastructure and support services post implementation and transitioned all operational responsibilities to Businesslink. We continue to undertake large challenges in terms of application and infrastructure consolidations. Each experience has provided an opportunity to learn.

## Managed desktop

We reached agreement with a PC supplier to supply desktop computers at a significantly reduced cost, while also taking on responsibility for deploying and installing the computers in faster timeframes than anywhere else in NSW.

We achieved additional savings on deployment and installation and 5,500 computers have been supplied under the new agreement, delivering a total saving of around \$3 million.

## SUPPORTING SYSTEMS

In addition to providing new products and driving efficiencies, we continue to manage and service significant levels of activity across the whole business. On behalf of FACS, as at 30 June 2011, we:

- processed 554,664 pays
- processed 296,013 invoices
- answered 290,989 calls and resolved 68 percent of calls the first time
- managed 15,354 desktop computers.

## OUR OBJECTIVES FOR 2011–12

In 2011–12 our focus will remain on delivering low cost quality business services to our customers. We will leverage economies of scale to reduce costs and improve efficiencies and provide our clients with the systems and services to meet their needs.

We will also complete changes to our operating model to help us improve our performance. By doing this we will continue to

cultivate centres for professional expertise across areas such as information technology, payroll, human resources, finance, project management and contact centres.

This year our core business objective is to become an organisation that provides:

- services which are lowest cost, timely and high quality
- processes which are simple, standardised, automated and supplied 'on demand'

- positive, trusted and valued relationships with customers
- a working environment that attracts, motivates, retains and develops the employees needed to build our shared services capability
- reduced costs to customers in order to help them fund better services to the NSW community.

Our corporate measures are set out in the table below.

### Strategic performance indicators

COSTS	PRICES	PRODUCTIVITY	EFFICIENCY	CLIENT RELATIONS	STAFF	OH&S
Set benchmark cost per Full-Time-Employee (FTE) serviced by Businesslink, to improve annually* < \$6,341	Maintain or lower our service prices, at or below benchmarks in the Australian market	Significantly increase % of transactions via self service year on year	Reduce ratio of Businesslink payroll staff per FTE serviced 2010 1:371	Continuously improve results of Client Satisfaction Index over the next three years Within range 65–70%	Maintain People Engagement score of 62% throughout period of restructure and change	Maintain or improve ratio of recorded incidents against claims 2009 53.1% 2010 45.23%

\* Based on 22,000 public servants and 2011 budget estimate.

*"The best part of my job is being able to provide support to frontline workers who are out there helping people in the community. They're doing tough jobs - so it's important that they have good back-up and accessible systems in place!"*

– Goran, Businesslink Acting Manager Contact and Fulfilment