



#### **The Client**

Rileys is the largest operator of cue sports clubs in Great Britain. With 130 venues, Riley's offers a mix of snooker, pool and poker tables as well as food facilities, licensed bars and gaming machines. The business has over 2,000 employees. The majority of staff are paid weekly based on variable hours worked. In mid-2009, Rileys completed a reorganisation that separated the

business into five separate operating companies.

#### **Requirement**

After a change in ownership structure, Rileys embarked on a strategic review of their accounting processes. The review also identified several processes that were a potential risk to the business. This included the in-house payroll function.

Due to staff attrition, the payroll team was populated with temporary staff. This increased the cost of processing payroll and highlighted the risks of a small team managing this mission-critical process.

As per Rileys' FD, "Our payroll is complex and operates on tight deadlines. The time constraints combined with the volatile team made the process risky while the inhouse team's limited understanding of our payroll application meant the software was not being best utilised."

The review also found that the payroll process was inefficient and costly. The new ownership team challenged Rileys to improve processes while reducing costs in the business. In payroll these costs included overheads, software maintenance, BACS, postage and printing.

"We were faced with the choice of recruiting a new highly skilled payroll team and continued investment in software, training and printing technology, or to consider outsourcing. Though outsourcing seemed a cheaper alternative, we had reservations that we could find a partner capable of processing our complex payroll while interfacing with our various software platforms."

#### **The Solution**

TopSource presented Rileys with a complete solution that would mitigate risk to the business, reduce cost and integrate with their existing processes.

The proposed first step was to eliminate the workflow errors through the implementation of Portico, TopSource's web-based document archive. Providing secure access to the archive from each venue meant that managers were able to print employee payslips locally. In addition, copies of both payslips and P45 duplicates could be viewed and printed by managers eliminating the need to make this request of the Riley's HR team.



Rileys had inherited an expensive payroll and HR software platform from its previous owners. TopSource proposed delivering the payroll by hosting the same software on behalf on Rileys. Rileys HR was given secure access to the application without any of the software, maintenance or hardware costs previously required.

Following the implementation of remote printing, TopSource suggested a fully-managed service utilising the legacy platform to provide an integrated HR and payroll solution. TopSource's IT group was also able to work with the Rileys' team to develop automated interfaces to Rileys' existing internal systems as well as reports that consolidated the HR and payroll data from the five operating companies into one centralised input.

"Because TopSource is a BPO service company they were willing and able to use the existing software platform we had. Not only did we not have to invest in new software, we didn't sacrifice the investments we had already made."

#### **Benefit**

By moving from managing people to managing a process, Rileys now have a robust, 52 week per year payroll operation. The business was able to meet their strategic objectives of reducing overhead while improving the efficiency and scalability of the process.

Today, Rileys team members remotely print all weekly payslips. This has dropped postage costs by over £16,000 per year and eliminated HR queries requesting missing payslips. By making the business leaner, Rileys has been able to move into a smaller head office. In addition, by using the TopSource BACS platform, banking costs associated with payroll have decreased by 60%.

"What attracted me to working with TopSource was their service specialisation and industry experience. The overall cost benefits that resulted were far beyond our expectations."

[www.rileys.co.uk](http://www.rileys.co.uk)

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