

REPORT OF THE SERVICE DIRECTOR EDUCATION STANDARDS AND INCLUSION

UPDATE RELATED TO THE BUSINESS SUPPORT REVIEW ACROSS ADULTS SOCIAL CARE, HEALTH AND PUBLIC PROTECTION AND CHILDREN, FAMILIES AND CULTURAL SERVICES

Purpose of the Report

1. The purpose of this report is to update Members with regard to the progress that has been made to implement the new service offer and structure for business support across both Adults, Social Care and Health and Children, Families and Cultural Services departments.

Information and Advice

2. Corporate Leadership Team took the decision to amalgamate the business support services of Adult Social Care and Health (exc Public Protection) and Children, Families and Cultural Services, a decision which was approved by this Committee on the 21 May 2014.
3. To recap, the savings attributed to this service amalgamation were as follows;

	2013/14 net budget figures adjusted for double counting	Target Savings			
		Year 1 Savings	Year 2 Savings	Total	% Savings
ASCH&PP	£ 3,327,119	£ 411,000	£ 400,000	£ 811,000	24.38%
CFCS	£ 6,203,608	£ 500,000	£ 1,930,000	£ 2,430,000	39.17%
Totals	£ 9,530,727	£ 911,000	£ 2,330,000	£ 3,241,000	34.01%

4. The project is operating in two phases:

- Phase One - which was completed on the 31 October 2014, has achieved Year 1 savings during the 2014-15 financial year by the implementation of a revised service offer and staffing structure as previously agreed.
- Phase Two - will identify further savings aligned to 'Redefining Your Council' and will re-profile delivery of the Year 2 financial efficiencies over 2015-2016 and 2016-17.

Enabling;

5. Enabling has been conducted in accordance with the County Council's enabling policy.
6. Due to the scale and complexity of this process, a set of principles has been developed (in consultation with Trade Union colleagues) in order to ensure equity and fairness:
 - least disruption to staff and services wherever possible;
 - accommodation of where people currently work, as far as possible;
 - reflect current work activities;
 - reflect operating context;
 - reflect substantive and current contracted position;
 - minimise the number of compulsory redundancies;
 - equity and fairness for all staff involved; and
 - transparency.
7. It was also agreed with Trade Union colleagues that enabling pools would be published in advance of commencement of enabling via the intranet, and a series of drop-in events led by Team Managers were held for staff to discuss their queries and concerns in relation to the enabling process.
8. The new structure has been successfully implemented without the need for compulsory redundancies.
9. Whilst a limited number of staff have left the authority under voluntary redundancy, all staff who have wished to remain within the organisation have been able to do so.
10. Our ability to achieve such a positive outcome is based upon the fact that we had been holding a series of vacancies and have curtailed agency arrangements.

Lesson learnt;

11. Whilst it may be possible to define the parameters of a service offer, reducing resources necessitates a flexible approach with some room for local determination.
12. Regular communication with both staff who are directly affected as well as other key stakeholders, both in writing and face to face, has been invaluable.
13. Early and continuous collaboration with Trades Union colleagues has been vital, particularly with regard to agreeing our approach and principles for such a complex enabling process.
14. Given the scale, complexity and sensitivity associated with business support functions, Corporate Leadership Team's decision to put in place a pilot across both Adults Social Care and Health and Children Families and Cultural Services in the first instance, before expanding this as a Corporate Service, was the right thing to do.

Arising Issues;

15. One of the major concerns expressed from operational colleagues across the two departments relates to the fact that whilst business support resources have been reduced,

in some areas the services themselves have not yet had an opportunity to redesign their modes of delivery i.e. work may not yet have taken place to ensure that there is a corresponding reduction of workload or review/transformation of ways of working to compensate for such a loss of support resources.

16. Additionally, the impact of emerging historic child sexual exploitation cases in Children's Social Care has created a significant amount of unpredicted/additional work which has negated our ability to reduce business support resources within this division at this time, as we had anticipated.
17. Within Children's Social Care we have retained a number of posts at Scale 2 and 3, pending stabilisation of incoming workload and a more detailed review of working practices.
18. We are currently working alongside the Children's Social Care Transformation Team and operational practitioners to test new ways of working and to trial new concepts of business support.
19. Some revisions have been made to the staffing structure to reflect the temporary retention of posts within Children's Social Care, an updated copy of which is attached as Appendix A.
20. As a result of existing and emerging operational pressures, the Project Board has suggested that the second phase of the project, both in terms of the cashable efficiencies to be derived and the timeframe for delivery be re-profiled over the next two years.

Next Steps

21. Post enabling, officers will begin a process of reflection/evaluation. Cognisant of our need to secure continuity of support to front line service delivery, we will assess the effects/impact of the reduction and reconfiguration of business support resources across Adults' and Children's services.
22. It has been suggested that plans to drive out the next phase of business support savings should be aligned to plans arising from 'Redefining Your Council' and be defined in much closer liaison/collaboration with operational teams to ensure that models of support reflect needs and priorities in key front line services.

Statutory and Policy Implications

23. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Equalities Implications

24. The restructuring of the Business Support Service has been carried out in accordance with the County Council's employment and equalities policy.

Human Resources Implications

25. Employees have been fully informed of the proposed service offer and structure and have been consulted on the details of the proposals and enabling process. Consultation with Trade Unions continues to take place through formal channels.

Financial Implications

26. The financial implications are covered within paragraphs 3 and 4 of this report.

RECOMMENDATION

1. It is recommended that Members note the progress of the project and approve revisions to the Business Support Structure as set out in Appendix A.

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For any enquiries about this report please contact:

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Constitutional Comments (KK 17/11/14)

27. The proposal in this report is within the remit of the Personnel Committee

Financial Comments (KA 17/11/14)

28. The financial implications are set out in the body of the report.

Background Papers

Outline Business Case/s A07 and A015

Response/s to Consultation (also published via the intranet on May 7)

Electoral Division(s) and Member(s) Affected

All