

**24 September 2012****Agenda Item: 10****REPORT OF THE GROUP MANAGER, BUSINESS DEVELOPMENT &  
SUPPORT****PROPOSAL TO RESTRUCTURE THE BUSINESS SUPPORT SERVICE FOR  
THE EARLY YEARS & EARLY INTERVENTION SERVICE****Purpose of the Report**

1. The report seeks approval for the implementation of a revised structure for the Business Support team for Early Years & Early Intervention, in order to meet the needs of the Early Years & Early Intervention Service's new management structure.

**Information and Advice****Background - Early Years & Early Intervention Service Review**

2. The Early Years & Early Intervention Service has recently implemented a comprehensive restructure and integration of its management functions as part of the overall Service Review. The Service's previous structure consisted of four discrete functional teams – Children's Centres, Specialist Family Support, Families Information Service and Early Intervention. The Service has moved towards a new flatter, locality based management structure which integrates all aspects of service provision and supports a revised core offer to children aged 0-12 and their families.
3. The focus of service provision within the restructured Early Years & Early Intervention Service is a Countywide network of 58 Children's Centres. Under current commissioning arrangements, services are delivered by Nottinghamshire County Council (in Newark & Sherwood, Rushcliffe and most of the Mansfield locality) in partnership with the Local Authority's Commissioned Accountable Bodies – namely Nottinghamshire Community Health Partnerships, North Nottinghamshire College and Family Action.
4. During the course of the Autumn 2012, the Early Years & Early Intervention Service and the Business Support Service will continue to work closely together to ensure the coordination and preparation for revised commissioning arrangements which will be effective from April 2013.

**Context – review of business support arrangements**

5. A redesigned and centrally managed business support service was established in the Children, Families and Cultural Services Department with effect from April 2011. The

staffing structures were modelled as closely as possible to support the needs of delivery services.

6. The current staffing structure for the Business Support Service for Early Years & Early Intervention is based on the Early Years & Early Intervention Service's previous team structures as outlined in paragraph 2 and is therefore not appropriate to meet the needs of the new locality based management and delivery model.
7. Interim arrangements have already been established to support the recently appointed group of Locality Team Managers with a range of general administrative functions including budget and data monitoring, and services are working closely together to secure continuity.

### **Proposals for restructure of Business Support Service**

8. Proposals concerning a revised structure for the Business Support team for Early Years & Early Intervention were published on 20 June 2012 and the period of consultation closed on 13 July 2012. During the consultation period, a series of three briefings were attended by a total of 25 directly affected staff; as well as a member of the Early Years & Early Intervention Service Leadership Team and senior HR representatives.
9. The number of posts/grades in the current and proposed structures for the Business Support Service for Early Years & Early Intervention is summarised below. The proposal marks a reshaping of provision, and there is little change to the size of the proposed new service. Redundancies are not anticipated as a result of restructuring the service. The current structure chart is attached at **Appendix 1** and the proposed structure is contained in **Appendix 2**.

#### Current

Business Support Officer (Grade 5)	4.0 fte
Business Support Administrator (Grade 3)	32.5 fte
Business Support Administrator (Grade 2)	1.0 fte

**Total posts** **37.5 fte**

#### Proposed

Business Support Officer (Grade 5)	4.0 fte
Business Support Administrator (Grade 4)	1.0 fte
Business Support Administrator (Grade 3)	*31.5 fte
Business Support Administrator (Grade 2)	0.5 fte

**Total posts** **37.0 fte**

(\* includes 3.5 FTE posts transferring to the Business Support Service for the Children's Social Care Division).

10. The proposal remodels existing provision to create a Grade 4 post through a reduction of 0.5 fte at a lower grade.
11. The key features of the proposed revised structure for the Business Support Service as shown in **Appendix 2** are outlined below:

- the proposed structure is based on a locality model and concentrates the majority of resources on those localities where service delivery takes place
- the structure seeks to establish locality based 'hubs'. These will provide cover for reception and other administrative duties at Children's Centres, allowing greater flexibility within roles, and enabling staff to develop a range of skills and experience to meet the needs of the new integrated delivery model
- in order to support the requirements of the Early Years & Early Intervention Service's remodelled Leadership Team, it is proposed to provide a core team with sufficient capacity to meet demand. This team will undertake a range of functions including budget and data monitoring, premises co-ordination and a range of general administrative duties
- the 2.5 fte Grade 3 Business Support Administrator posts within the current structure, which are based at Sandy Bank in Mansfield, will be subsumed into the Business Support structures for Children's Social Care, in order to support the operation of the new Family Assessment & Contact Service
- the 1.0 fte Grade 3 support for the Disabled Children's Access to Childcare (DCATCH) and Short Breaks service is also included within the new business support structures for Children's Social Care.

### **Other options considered**

12. Maintenance of the status quo was rejected as this will not meet the needs of the Early Years & Early Intervention Service's new management and delivery model. The proposed structure is shaped to keep disruption to a minimum and preserve continuity.

### **Reason for recommendations**

13. The main reason for the recommendations in this report is to ensure that the business support team is in the best possible position to underpin front line delivery functions with cost effective support.

### **Statutory and Policy Implications**

14. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Implications for Service Users**

15. It is envisioned that the revised business support structures will provide more effective and appropriately positioned back up to front line work with service users.

### **Financial implications**

16. The total cost of the current structure including employer on-costs is £840,339, while the cost of the proposed structure (including posts transferring to the Business Support Service for the Children's Social Care Division) is £834,446. The balance of £5,893 will

be used to cover any possible increase in travel and disturbance costs arising from the enabling process.

### **Human Resources Implications**

17. These proposals have been subject to the normal consultation process with the recognised Trade Unions.
18. Directly affected staff have been consulted about the proposals in writing, via the intranet, and through a series of three briefing meetings held in different parts of the County.
19. It is proposed to utilise the County Council's corporate enabling process in order to populate the new structure, with the aim of keeping disruption to staff and the service to a minimum. It is not anticipated that there will be any redundancies arising from the proposals. A list of Frequently Asked Questions relating to the enabling process and Human Resources implications in general has been published on the intranet.

### **RECOMMENDATION**

- 1) That implementation of a revised structure for the Business Support Service for Early Years & Early Intervention, with effect from 1 October 2012, be approved.

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### **Constitutional Comments (LM 31/08/12)**

20. The Early Years and Young People's Sub Committee has delegated authority within the Constitution to approve the recommendations in the report.

### **Financial Comments (NDR 03/09/12)**

21. The financial implications are set out in paragraph 16 of the report.

### **Background Papers**

None.

### **Electoral Division(s) and Member(s) Affected**

All.

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