

## **REPORT OF THE SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES**

### **BUSINESS SUPPORT REVIEW PROGRAMME**

#### **Purpose of the Report**

1. To update Members about the progress of the ongoing programme to review Business Support and delivery of associated cashable efficiencies.
2. To seek approval for the revised Business Support Service Structure as set out in Appendix A, which will come into force with effect from 1 April 2021.

#### **Information**

##### **Background**

3. The Business Support Review is an established ongoing programme of efficiency which seeks to revise and re-design processes and develop new operating models for service support within a modern organisation.

##### **Savings**

4. Legacy and further committed savings can be found in the following table:

Opening Budget;		£11,107,237.00
Financial Year	FTE	Savings
2013/14	548	
2014/15	475	£911,000 Savings Delivered
2015/16	440	£895,000 Savings Delivered
2016/17	435	£534,000 Savings Delivered
2017/18	434.5	£508,000 Savings Delivered
2018/19	406	£715,000 Savings Delivered
2019/20	396.5	£300,000 Savings Delivered
2020/21	405.11	£221,000 Savings Delivered
2021/22	404.19	£97,000 Legacy MTFS Savings Subject to this Report

Overall savings from the Business Support Service, delivered by the end of 2021 will be £4,181,000.

### **Reviewing the way in which Business Support is Delivered**

5. Members are already aware that throughout the life of the programme, we have continued to liaise with operational colleagues via senior and divisional leadership forums and at a local level, where we discuss, identify requirements and revise business support arrangements.
6. The most recent examples of such collaboration include our work with all Adults Group Managers to review and realign their business support resources in response to the departmental restructure. Also our work with Childrens Social Care to review the administrative support allocated to both Youth Justice and the Family Service.
7. Our ongoing work to combine similar activities into 'Hubs' (now virtual), to multiskill our staff and to maximise the use of emerging technologies has provided the economies of scale needed to compensate for the inevitable reduction in our overall staffing establishment required to deliver the cashable efficiency savings needed.
8. What we have realised as we have adjusted during this unprecedented period, and renegotiated operational support requirements, is that the new ways of working adopted during the Coronavirus Pandemic have demonstrated that we are able to efficiently provide the vast majority of our business support activities at 'arms-length'.
9. This more adaptive and flexible model of service delivery is something which we would wish to continue and our aspiration to transition away from our existing location based managerial arrangements will enable us to explore a move toward a Business Partner Model of operation, which is very much welcomed by our operational customers.

### **Legacy MTFS Savings commitment - £97,000**

10. This is the final instalment in relation to our 5-year programme of continuous review. We have identified these savings through the rigorous review and subsequent withdrawal of posts that have become vacant throughout the year. The work associated with these posts has been re-engineered.

#### **Vacant Post Reduction Summary - Legacy MTFS;**

<b>Post Title</b>	<b>Proposed FTE Reduction</b>
Business Support Administrator Grade 4	1.00
Business Support Administrator Grade 3	0.50
Business Support Administrator Grade 2	2.34
<b>Total</b>	<b>3.84</b>

### **Supporting Digitisation - Business Systems Support Officers**

11. Our Business Systems Support Officers (BSSO) have continued to assist front line colleagues to maximise the functionality of new technologies and are actively engaged in supporting the Council's direction of travel through the new Digital Strategy.

12. They have proved to be crucial throughout the Pandemic, assisting colleagues to maximise the capabilities and effectiveness of the Office 365 suite of products and particularly our transition to using Microsoft Teams for our meetings.
13. They have also responded to pleas for assistance, supporting Mosaic changes to facilitate seven-day hospital discharges and have been on hand to assist practitioners as they have grappled with these changes. They devised, at short notice, our digital track and trace system and have held Covid secure 'pop in' sessions for staff who may have technical issues in our localities.
14. We have also been approached by ICT colleagues who wish to use this team to assist with training and implementation of Microsoft One-Drive and to assist with the roll out of Lone Worker technology.
15. Corporate Leadership Team have previously agreed that retention of these 6 posts is imperative. However, 3 of the posts had been funded corporately whilst they supported the roll out of technologies as a part of the previous Ways of Working Programme, funding which has subsequently been withdrawn.
16. We have therefore identified a number of vacancies and residual hours within the structure which can be converted to enable us to continue with these vital support roles.

### **In Summary**

17. The savings identified within this report, deliverable as a result of the Council's continual review of business support activity, can all be achieved by using vacant posts held proactively throughout the year as they have arisen.
18. Business support staff have been consulted regarding the revised structure appended to this report and there have been no concerns or comments received.

### **Other Options Considered**

19. No other options have been considered.

### **Reasons for Recommendation**

20. To update Members regarding the progress of the Business Support Review and particularly, delivery of the required efficiency savings as committed within the MTFS.

### **Statutory and Policy Implications**

21. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Data Protection and Information Governance**

22. There are no data protection or GDPR issues arising from this report as all the information contained is generic and cannot be attributed to individual employees.

## **Financial Implications**

23. As set out within the tables in paragraphs 4 and 10, and within the HR implications below, the deletion of 3.84 FTE vacant posts will enable the service to deliver the cashable efficiency figure required of £97,000.

## **Human Resources Implications**

24. The net impact of the efficiency measures described are illustrated within the table in paragraph 4 of the report and above.
25. These post reductions can be achieved through the deletion of vacancies.
26. Work has been re-engineered and new technology has been utilised to ensure that there is no detrimental impact for front-line colleagues.

## **RECOMMENDATION**

- 1) That Members approve the revised Business Support Structure as set out in Appendix A.

**Marjorie Toward**  
**Service Director – Customers, Governance and Employees**  
**Chief Executives Department**

### **For any enquiries about this report please contact:**

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### **Constitutional Comments (KK 08/02/21)**

27. The recommendation contained within the report is a matter which falls to this Committee to consider in accordance with the County Council's Constitution and the scheme of delegation to the Personnel Committee.

### **Financial Comments (SES 03/02/21)**

28. The financial implications are set out in paragraph 23 of the report. As set out within the table in paragraph 4 and within the HR implications above, the deletion of 3.84 FTE vacant posts will enable the service to deliver the cashable efficiency figure required of £97,000 that have been factored into the MTFS as a budget saving to be made in 2021/22.

### **HR Comments (JP 01/02/21)**

29. Consultation has taken place with business support staff and with the recognised Trade Unions. All posts noted for disestablishment are vacant.

30. Trades Union colleagues note that to date, savings made by the business support service have been achieved through effective vacancy management and redeployment and are keen to see this approach continue.

### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

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

- All