

REPORT OF THE DEPUTY LEADER**REVISED STAFFING STRUCTURE FOR THE BUSINESS SUPPORT CENTRE
(BSC)****Purpose of the Report**

1. The purpose of this report is to seek approval for a revised structure to operate from 1 April 2014 for the Business Support Centre (BSC) which is part of the HR and Customer Service function within the Environment and Resources Department.

Information and Advice**Background**

2. The Business Support Centre was established following the implementation of the new Business Management System Programme (BMS). Phase One of the BMS Programme went live in November 2011 and delivered an integrated HR and Payroll, Finance and Procurement system across the County Council which has also provided access to employee and manager self-service. Payroll Phase Two went live in May 2012 with over 32,000 pensioners transferring to the BSM payroll system; this was followed by the third phase of payroll for external customers and Members going live in October 2012. The final phase of payroll went live in April 2013 for schools and academies. Plant Maintenance functionality went live in two phases – phase one to corporate users in December 2012 and phase two to schools in June 2013. A range of additional procurement functionality, for example supplier self-service and procurement cards, has gone live over the last year.
3. The Business Support Centre was a new service operational from November 2011 to coincide with phase one go live of the Business Management System. It is now appropriate to redesign the BSC structure to generate cost savings and reductions in staffing and realise economies of scale and efficiencies following the implementation of the BMS system.
4. The Business Support Centre undertakes transactional HR activity (payroll, contracts of employment, maintenance of HR records, maintenance of organisational structures, recruitment and pre-employment checking); pensions administration activity for the Local Government Pension Scheme (LGPS) for Nottinghamshire; accounts payable and accounts receivable (invoice processing, debt recovery, income reconciliation); basic treasury management and accounting and clearing house activity. The BSC is also responsible for supporting the day to day operation, maintenance and future development of the Council's integrated Business Management System via the Competency Centre. The BSC provides

services to all departments of Nottinghamshire County Council, as well as a range of sold services (payroll, pension administration, recruitment, advertising, disclosure and barring checks) to other organisations including schools, academies, voluntary sector and other organisations generating income for the County Council.

5. Since November 2011 the BSC has operated an interim structure. The interim structure consisted of teams which were “lifted and shifted” from their existing service areas into the BSC, for example accounts payable, payroll and some new teams which were established and new structures enabled into, for example competency centre. This was a pragmatic solution to minimise disruption to staff and services and enabling the Authority to continue to provide business as usual as the Business Management System went live. This approach has enabled the development of the future BSC staffing structures in the light of the experience of operating the Business Management System.

Proposals

6. As set out in the outline business case as approved by Policy Committee on 13 November 2013, the savings proposals for the BSC are to deliver savings over the next three financial years, as follows -

| Business Support Centre Savings | |
|--|----------------|
| Financial Year | Savings |
| 2014-2015 | £1m |
| 2015-2016 | £500k |
| 2016-2017 | £200k |

7. The 2014-2015 reductions will be delivered by implementing a revised staffing structure as well as reviewing and re-engineering business processes across the BSC to reduce cost and improve efficiency. The revised structures are set out in Appendix A and include the transfer of 0.5 FTE funding and work tasks from Financial Service to the BSC. It is intended that these would be effective from April 2014.

Consultation

8. The BSC restructure proposals have been subject to extensive consultation with BSC employees and the Trade Unions. A series of employee briefings were held in September ahead of the start of a formal consultation period which ran from Tuesday 10 September and closed on Monday 25 October. During this period further meetings were held with teams and individuals. Regular meetings have taken place with Trade Union colleagues and a presentation was delivered to Environment and Resources JCNP on 10 December 2013. Feedback received during the consultation period has been incorporated both into the new job descriptions and the final structures.

Other Options Considered

9. A range of options have been considered in developing the revised BSC structure taking into account the development and maturity of the BMS system as well as the maturity of our shared services model.

Reason/s for Recommendation/s

10. The proposed structures reflect the next phase of the development of our Business Support Centre and the developing maturity of the BMS system. The proposals also reflect the findings and outcomes of the Lean+ and process re-engineering projects run across the BSC over the last two years. The proposals also enable the delivery of the savings target set for the BSC for the financial year 2014-2015 and maximise the use of BMS system across the Council.

Statutory and Policy Implications

11. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, 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.

Ways of Working Implications

12. The BSC relocated from Oak House to Trent Bridge House in November 2013. Oak House was returned to the Landlord in December 2013 when the lease expired.

Financial Implications

13. The financial implications are covered in paragraphs 6 and 7 of this report

RECOMMENDATION/S

1) It is recommended that Members approve the revised structure set out in Appendix A effective from 1 April 2014.

Councillor Joyce Bosnjak
Deputy Leader

For any enquiries about this report please contact:

Sarah Stevenson, Group Manager BSC on 0115 9775740 or sarah.stevenson@nottsc.gov.uk

Constitutional Comments (KK 22/11/13)

14. The proposals in this report are within the remit of the Policy Committee

Financial Comments (SEM 21/11/13)

15. The financial implications are set out in the report.

Human Resources Comments (JP 22/11/13)

16. Employees have been fully informed of the proposed restructure and have been consulted on the details of the proposals. Consultation with the trade unions has taken place through formal channels.

17. The County Councils agreed enabling process will be used to make appointments to posts within the new BSC structure. Mitigations will be explored to protect the employment of any displaced staff wherever possible.

Background Papers and Published Documents

Outline Business Case, A21

Electoral Division(s) and Member(s) Affected

All