

REPORT OF THE LEADER OF THE COUNCIL**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 2017 for the Business Support Centre (BSC) which is part of the Customer and HR Service function within the Resources Department.

Information and Advice**Background**

2. The BSC was established following the implementation of the new Business Management System Programme (BMS) in November 2011.
3. The BSC 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 and enforcement, 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, recruitment, advertising, disclosure and barring checks (DBS)) to other organisations including schools, academies, voluntary sector and other organisations generating income for the County Council.
4. The BSC delivers a sold Disclosure and Barring Service to over 621 external clients and provides a sold advertising service to over 350 clients. The Payroll Bureau provides payroll services to over 350 external clients and produces over 66,000 payslips on a monthly basis, over 792,000 annually. On an annual basis the BSC Accounts Payable team processes over 380,000 invoices with a total payment value of over £831m. The BSC also provides a pension's administration service to over 295 scheme employers and over 112,000 scheme members.

Business Support Centre Proposals

5. The high level savings proposals for the BSC were set out in the outline business case as approved by Policy Committee on 13 November 2013 and the subsequent Redefining Your Council – Transformation and Spending Proposals 2015-2016 – 2017-2018 as approved by Policy Committee on 12 November 2014.
6. The proposals for the BSC are to deliver savings over four financial years, as follows

Business Support Centre Savings	
Financial Year	Savings
2014-2015	£1m – delivered
2015-2016	£500k – delivered
2016-2017	£349k – delivered
2017-2018	£307k – delivered in this report
Total	£2.156m

7. The BSC 4 year savings programme will deliver a total net saving of 46.5% of the 2013/2014 net budget. The 2017-2018 reductions will be delivered by implementing a revised staffing structure as well as further reviewing and re-engineering end to end business processes across the BSC to reduce cost and improve efficiency; implementing a revised model of operation with the establishment of an integrated transactional activity team. This is part of an ongoing programme of continuous process improvement and savings delivery.
8. The integrated transactional team will bring together the activities of the following teams - recruitment and advertising, business hub, annual leave and time administration and aspects of payroll on boarding, off boarding and changes activity into one multi skilled team.
9. The BSC has an ongoing programme of continually reviewing and re-designing its end to end business processes, reducing handover points, recycling/pulling data through processes removing the need to rekey data, maximising the use of technology, for example.
 - Designing and implementing online forms.
 - Further developing the use of the Authority's e-recruitment system to include online pre-employment checking services.
 - Review master data processes from across the BSC and consolidate activity with a BSC Master Data Team.
 - Expanding the use of online payment functionality to enable payment of services, reducing and where possible eliminate debt situations occurring.
 - Jointly reviewing activities within the HR Workforce and Organisational Development (W&OD) Team and the BSC Learning Solutions Team to remove duplication, modernise and automate manual business processes and consolidate all learning and development activities across the Council within W&OD.
 - Links to the Pensions Administration Strategy develop and implement a Scheme Employer and Scheme Members portal within the pension's administration system which will complement the recently updated and re-launched Nottinghamshire Pension Fund website and deliver self-service functionality.

10. The revised BSC structure will be effective from April 2017. The new structure will be implemented predominantly through vacancies, which are proactively held across the BSC, and approval of voluntary redundancy requests. There is the potential for one compulsory redundancy at this stage. However, discussions are ongoing to try and prevent this happening and a potential redeployment opportunity is being identified.

Consultation

11. The BSC revised structure proposals have been subject to extensive consultation with BSC employees and the Trade Unions. A series of employee briefings were held on 2 November 2016. The statutory consultation period ran from 2 November and closed on 2 December 2016. During this period further meetings were held with teams and individuals. An initial trade union briefing was held on 7 October 2016 and a presentation was delivered to Resources Joint Consultative and Negotiating Panel on 21 October 2016. Regular meetings have taken place with Trade Union colleagues. Feedback received during the consultation period has been incorporated into the revised structure.

Other Options Considered

12. 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 the Council's shared services model.

Reason/s for Recommendation/s

13. The proposed structures reflect the next phase of the development of our BSC 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 three years. The proposals enable the delivery of the phase 4 savings target set for the BSC for the financial year 2017-2018 and support the maximum use of BMS system across the Council.

Statutory and Policy Implications

14. 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

15. The BSC has been based at Trent Bridge House since November 2013.

Financial Implications

16. The financial implications are covered in paragraphs 5 and 6 of this report

RECOMMENDATION/S

1. It is recommended that Members approve the revised structure as set out in Appendix A effective from 1 April 2017.

**Councillor Alan Rhodes
Leader**

For any enquiries about this report please contact:

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Constitutional Comments (GR 21.02.2017)

17. Pursuant to section 2 Part 4 of the Nottinghamshire County Council's Constitution the Policy Committee has the delegated authority to approve relevant staffing structures as required. The recommendations within the report are within the delegated authority of the Policy Committee.

Financial Comments (SES 21.02.2017)

18. The financial implications are set out in the report

Human Resources Comments (JP 21.02.2017)

19. Any staffing reductions will be implemented in accordance with the Council's agreed policies and procedures.

Background Papers and Published Documents

Policy Committee 13 November 2013 - Savings Proposals 2014-2015 – 2016-2017 Savings Proposals 2014-2015 – 2016-2017 Appendix A - Outline Business Case, A21 business Support Centre

Redefining Your Council – Transformation and Spending Proposals 2015-2016 – 2017-2018
Redefining your Council – Combined Appendix A - Options for Change A26 Business Support Centre.

Policy Committee 9 December 2015 – Spending Proposals 2016-2017 – 2018-2019 – Appendix 1 – Options for Change A28 – Service Delivery changes by creating multi skilled teams at the Business Support Centre

Electoral Division(s) and Member(s) Affected

All