

## **Business Support Service Review: Service Offer**

Business Support service transformation will be delivered through comprehensive service restructure, a revised service offer and a programme of 'process' reviews enabled by LEAN+ methodology.

The purpose and principles of the service will be to:

- Make best use of our resources to support the delivery of effective services together with our partners
- Target our resources where they are needed most
- Integrate and align our services in localities, and make accessing them as easy as possible
- Help services to deliver better outcomes for the people of Nottinghamshire

Business and administrative support is currently defined in terms of “functions which provide support to the delivery of frontline and or specialist services”.

The new service will be designed to flex and respond to the changing shape and demand of the Councils' developing delivery model. There will be accessible locality teams providing functional support to service teams augmented by some central support at the key bases across the county.

The service must be effective efficient and agile. A review of the activities undertaken by the Business Support Services in the two departments has been distilled into a provisional Service Menu of functions and tasks to be offered in the future, and a definition of those activities which will no longer be provided by the new Business Support Service.

Through the process of listing, grouping and prioritising tasks, it is clear that a future Service Menu must be framed by an agreed set of principles and practice for all NCC staff at all tiers of the organisation. Alongside these proposals, a number of associated wider issues are identified which lend themselves to further review, project work and or process re-engineering (LEAN+).

As with other services, the Business Support Service will discharge all duties required on behalf of its own staff, budgets and service offer. It will be accountable for all recruitment, induction and HR processes regarding its own staff; safety and wellbeing of Business Support Services staff; all

budget holder and approver responsibilities for its own budgets and the development of Business Support service plans. The service will provide professional advice and guidance regarding its core business, policies and procedures for Chief Officers and members as required. The service menu described in this paper goes on to identify those functions and activities which the service will provide to other service areas.

In relation to future provision, ie what will or will not be provided to delivery services, colleagues will undertake a range of activities appropriate to and defined by their job description and grade. Unless specified, the service menu does not seek to itemise activity according to grade of post, as this will be taken into account in the design of the service structure, job descriptions and in discussions with managers prior to implementation. Business Support Services will be provided at all tiers of the organisation from the front line to senior management, and will be sufficiently flexible to meet the needs of a wide range of different services across both ASCHPP and CFC Services around the county. For this reason, the menu is not exhaustive but indicative, and gives illustrative examples. It recognises a spectrum of provision including a core set of administrative functions through to more bespoke activity which can reasonably be required in specialist settings.

The presumption is that the relationship between the Business Support Service and delivery services will model best practice of partnership working, where the accountabilities, objectives and outcomes of each service are clear, agreed and assisted by sound communication. Business Support Service managers will meet with fellow service managers on a regular basis to assist the implementation and smooth running of the new service offer. Preparation and the commitment of all managers to work together to promote the change of culture and practice that is required will be essential.

Activities identified from existing practice fall broadly into the following categories:

- a) generic
- b) functional support ie application of knowledge, policy or systems particular to a service area
- c) individual support ie tasks delegated by an individual manager or staff group

The proposed service menu includes aspects of a) and b). Unless otherwise specified, the Business Support Service will not provide 'individual' support to managers or groups of staff **where there are corporate systems and technologies available which enable them to be self sufficient**. This recognises the availability of e-systems & tools; learning and development packages; corporate guidance and toolkits eg for diary management, room bookings, S&S competency framework, BMS etc.

The review of the existing services reveals a spectrum of practice by the Business Support Services and delivery services. The service menu brings greater consistency in order to rationalise and target resources where they are needed most.

## Service Menu

The following Service Menu sets out functions to be undertaken by Business Support staff. Further information on the functions is provided via descriptions or examples. The list is not exhaustive but aims to set out the types of tasks that will or will not be provided moving forward.

Business Support Service Menu	Exemptions / Caveats	Wider Issues and Projects	Departmental Principles and Practise
Reception / Building or Office Support / Property and Accommodation			
<u>Reception:</u> <ul style="list-style-type: none"><li>• Phone Switchboard</li><li>• Management of reception area (leaflets etc.)</li><li>• Building Access; Staff, Visitors, Contractors (including their Site Safety Inductions)</li><li>• Servicing of meeting rooms (laptops, projectors)</li></ul>	<ul style="list-style-type: none"><li>• At the West Bridgford Campus, Facilities Management take responsibility for meeting room management and the Customer Service Centre manages reception areas</li></ul>	<ul style="list-style-type: none"><li>• Currently the information provided indicates an inconsistent approach across the organisation of Soft Facilities Management. Further investigation is required to establish roles and responsibilities and ensure a consistent business practise. This will require engagement with stakeholders in HR, Property and Facilities</li></ul>	<ul style="list-style-type: none"><li>• All services will have regard to their obligations as building occupants and co-operate in relation to premises related issues.</li><li>• All services will support / participate re User / Site Group Meetings as appropriate</li></ul>
<u>Building / Office Support:</u> <ul style="list-style-type: none"><li>• Office Consumables Management (Pens, Paper, Printer Ink, etc.)</li><li>• Support for Office machinery</li></ul>	<ul style="list-style-type: none"><li>• Some inconsistency as Corporate touch-down zones are managed by Facilities Management</li></ul>		
<u>Property and Accommodation:</u> <ul style="list-style-type: none"><li>• NPC Role (as appropriate) but not exclusive to BSS</li><li>• Arrange repairs and maintenance</li><li>• Maintain equipment inventories</li><li>• Support office moves</li><li>• Staff Building Access</li></ul>	<ul style="list-style-type: none"><li>• BSS will not assume Key holder responsibility or be subject to 'out of hours' call outs</li></ul>		
Health and Safety / Business Continuity / Emergency Planning / Risk Management			
<u>Health and Safety:</u> <ul style="list-style-type: none"><li>• Undertake H&amp;S roles as required (Fire, First Aid etc.)</li><li>• Addressing areas of non-compliance following H &amp; S audits where relevant to BSS</li></ul>	BSS will not: <ul style="list-style-type: none"><li>• Input / review incidents in Well Worker system on behalf of other services' staff</li></ul>	<ul style="list-style-type: none"><li>• Currently RSEM Issues all receive support and leadership through Business Support Group</li></ul>	<ul style="list-style-type: none"><li>• Cohesion and accountability re RSEM matters is facilitated by an established</li></ul>

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	<ul style="list-style-type: none"><li>• Undertake Workstation Cardinus assessments for other services' staff unless with management agreement</li><li>• Undertake Risk assessments for operational services</li></ul>	Managers on behalf of Service Directors, providing an interface between service departments and corporate boards. Roles and responsibilities will require review to align with the wider transformation of council departments and governance arrangements	governance framework which joins up frontline activity with strategic leadership. Accountability for RSEM will not be delegated by service departments to the BSS
<u>Business Continuity:</u> <ul style="list-style-type: none"><li>• Communicate status of teams/ buildings</li><li>• Assist in implementing continuity plans (eg moving staff to new offices etc)</li></ul>			
<u>Emergency Planning:</u> <ul style="list-style-type: none"><li>• Review of Emergency Planning Arrangements</li><li>• Collate and distribute information on Emergency Planning</li><li>• Respond to emergencies (Senior Managers)</li></ul>			
Procurement and Finance			
<u>Procurement:</u> <ul style="list-style-type: none"><li>• Source goods and services</li><li>• Generate Shopping Carts / Purchase Orders</li><li>• Goods Receipt Notifications</li><li>• Resolve Invoices Issues</li><li>• New Vendor requests</li></ul>	<ul style="list-style-type: none"><li>• Staff will only be responsible for resolving invoice issues on orders and service requests which they have raised</li></ul>		<ul style="list-style-type: none"><li>• All services will follow procurement and financial regulations and procedures</li><li>• Managers will comply with corporate</li></ul>

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<u>Finance:</u> <ul style="list-style-type: none"> <li>• Providing Budget Managers with transactional information to allow them to undertake budget forecasting where this information is not readily available in existing system reports.</li> <li>• Income (raise sales orders &amp; credit notes, preparation of documentation for requesting journals, banking)</li> <li>• Cash / Imprest Accounts</li> <li>• Spot checks of stores, inventories and local cash accounts</li> <li>• Client Accounts - for Service Users</li> <li>• Manual claims</li> <li>• Advising service on financial regulations (engaging associates)</li> <li>• Authorising credit notes</li> </ul>	<ul style="list-style-type: none"> <li>• Budget holders are responsible for their own forecasting and monitoring.</li> <li>• Purchase Card holders must be responsible for coding unless there is an agreed business justification that the coding is delegated to business support e.g. no access to computer</li> </ul>	<ul style="list-style-type: none"> <li>• Support on Financial Services does vary depending on the complexity of the service. In general services should become less dependent on business support to assist with their Financial Management.</li> <li>• Management of mobile phones and reconciliation of cost requires further investigation.</li> </ul>	<p>guidance to discharge their responsibilities via BMS</p>
Payroll / Recruitment			
<u>HR Processes:</u> <ul style="list-style-type: none"> <li>• Participation in corporate HR processes (panels, minuting hearings)</li> </ul>	<ul style="list-style-type: none"> <li>• Business support will not be responsible for: <ul style="list-style-type: none"> <li>○ HR associated tasks of operational services eg vacancy control, recruitment activity eg advertisements&amp; induction</li> <li>○ Typing supervision notes on behalf of managers</li> <li>○ CAS requests or</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistent processes are currently in place across the organisation regarding CAS requests and staff training bookings. This requires review.</li> </ul>	<ul style="list-style-type: none"> <li>• Where corporate systems exist services will be responsible for requests relating to their staff eg e-recruitment</li> </ul>

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	<p>staff training bookings on behalf of operational service staff</p>		
<p><u>Payroll:</u></p> <ul style="list-style-type: none"> <li>Business Administration Role on BMS where staff do not have ESS access (timesheets, ad hoc pay processing, pay , additional hours, enhancements and travel calculation)</li> </ul>	<ul style="list-style-type: none"> <li>Unless the Business Administrator Role is approved for use within a team the Business Support Service will not undertake tasks such as:               <ul style="list-style-type: none"> <li>Structure changes</li> <li>New Starters / Leavers requests</li> <li>Changes in grade or hours/ or work pattern</li> <li>Sickness absence / Maternity leave recording</li> <li>Manager Self Service tasks</li> <li>Travel Claims/ Annual leave Authorisation</li> <li>recording and authorisation</li> <li>Using BI sickness reports</li> <li>Late data processing for</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Review of all of the existing Business Administrators is required to ensure consistent use of the role is applied across the departments and that these fall in line with the agreed principles set out by the BMS project</li> </ul>	<ul style="list-style-type: none"> <li>Managers are responsible for setting up and maintaining the team structure and staff information within the BMS system.</li> </ul>

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	payroll / emergency payments		
<b>Support to Managers</b>			
<u>Support for Corporate and Service Directors:</u> <ul style="list-style-type: none"> <li>Corporate and Service Directors will receive Business Support this will include some dedicated support, but also provision will be available via central BSS teams</li> </ul>			<ul style="list-style-type: none"> <li>Corporate and Service Directors may call upon a range of business and admin support. Corporate systems and technology will be used by directors where this is accessible and a more efficient use of resources</li> </ul>
<u>Support for Group, Service and Team Managers:</u> <ul style="list-style-type: none"> <li>Managers will be responsible for their day to day administrative needs where there are corporate systems and ways of working</li> <li>Business support will assist with business functional activities as set out in this service menu.</li> </ul>	<ul style="list-style-type: none"> <li>BSS will not provide support to individuals where systems, technology and training are available to enable self sufficiency. For example, BS staff will not:               <ul style="list-style-type: none"> <li>Check/ print out /prioritise or generally manage the emails of individual managers</li> <li>Manage diaries for individuals (point of contact)</li> <li>Provide a default messaging service (phone, email or paper based)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The commitment of all services is required regarding this change in culture, custom and practice</li> </ul>	<ul style="list-style-type: none"> <li>Group Managers, Service managers and Team Managers will be self-sufficient where corporate systems, technology and training is available to enable self sufficiency</li> <li>Managers will use the competency framework and L&amp;D</li> </ul>

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	<ul style="list-style-type: none"> <li>communication)</li> <li>○ Undertake routine individual general admin tasks for managers (typing, copying, S&amp;S notes)</li> <li>○ Arrange travel (research, bookings)</li> <li>○ Collect / host visitors</li> <li>○ provide day to day IT support</li> <li>○ Record complaints, monitor timescales or be responsible for reminding managers / officers in relation to their own work</li> </ul>		to ensure staff are skilled and equipped to manage day to day tasks and to manage their workload.
<b>Meetings / Hearings / Panels and Conferencing</b>			
<u>Meetings:</u> <ul style="list-style-type: none"> <li>• Arrange and coordinate meetings where there is a large or complex need (third party, partnership, corporate infrastructure, panels) e.g. collect delegates, collate / distribute documents, maintain relevant distribution lists, programme conferences and review diary</li> </ul>	<ul style="list-style-type: none"> <li>• Internal team meetings and 1:1's will be self managed by services.</li> </ul>		
<u>Minute Taking:</u> <ul style="list-style-type: none"> <li>• Physical Minute Taking (including typing up)</li> <li>• Updating of systems for monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Minute taking will be conducted in the context of the</li> </ul>		



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<ul style="list-style-type: none"> <li>Issuing of minutes within timeframe (tracking and statistics)</li> <li>Recording and storing minutes appropriately e.g. uploading to Framework and encryption</li> </ul>	meetings set out above. The level of detail captured in the minute will be appropriate to the type and level of meeting		
<b>ICT</b>			
<u>ICT:</u> <ul style="list-style-type: none"> <li>Liaison between ICT and service to facilitate efficient service delivery:               <ul style="list-style-type: none"> <li>Hardware (request installs, phones, inventory)</li> <li>Systems Admin (OneSpace)</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Desk Phone Systems (arrange change of lines etc.) Overlaps with Soft FM</li> <li>Detailed analysis between departments is required to understand current service anomalies</li> </ul>	<ul style="list-style-type: none"> <li>All staff will operate in line with the competency framework regarding the use of ICT systems and take responsibility for their own learning. Managers will review progress of staff through regular S&amp;S EPDRs</li> </ul>
<b>Committee Support</b>			
<u>Committee Support:</u> <ul style="list-style-type: none"> <li>Continue current varied model across the departments</li> </ul>		<ul style="list-style-type: none"> <li>Investigate standardisation of procedures</li> </ul>	
<b>Business Services Functional Support</b>			
<u>Information Governance:</u> <ul style="list-style-type: none"> <li>Business Support will operate within NCC guidance and give advice to services on Information Governance e.g. Access to Records, Quality assurance, Retention periods</li> </ul>			<ul style="list-style-type: none"> <li>All managers are responsible for ensuring staff are appropriately trained re information governance</li> </ul>

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<u>Performance / Research / Data:</u> <ul style="list-style-type: none"> <li>• Utilise corporate or bespoke systems to provide management information to delivery services</li> <li>• Check data quality where required for efficient delivery of the function</li> <li>• Provide support for completion of statutory returns and reports</li> <li>• Update service related data</li> <li>• Create and run reports for ad hoc requests</li> <li>• Data Analysis in specific service settings</li> </ul>		<ul style="list-style-type: none"> <li>• Review interdependencies with CFCS Central Service Board and Corporate Strategic Management Framework OBC</li> <li>• Investigate Data Quality Issues (Systems and processes to enter data correctly once instead of reprocessing data multiple times)</li> </ul>	<ul style="list-style-type: none"> <li>• Services to be responsible for complete and accurate entry of data</li> </ul>
<u>Information and links to Communications:</u> <ul style="list-style-type: none"> <li>• Update and maintain electronic distribution lists, contacts directory, Wired, Intranet and Internet Pages</li> <li>• Publication support</li> </ul>			<ul style="list-style-type: none"> <li>• All services have responsibility to ensure the information about their staff and provision is accurate and kept up to date</li> </ul>
<u>Document Management:</u> <ul style="list-style-type: none"> <li>• Post e.g. open, scan, record, date stamp, distribute, send</li> <li>• Archiving e.g. scanning, physical storage inputting onto 'wisdom', preparing for bulk scans</li> <li>• Filing where this aligns to functional support</li> <li>• Arranging sealing &amp; binding of legal documents</li> </ul>			

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<ul style="list-style-type: none"> <li>• Safe keeping of service user personal property e.g. pension books, passports, birth certificates</li> </ul>			
<u>Support to Functional Teams:</u> <ul style="list-style-type: none"> <li>• Coordinating mail outs</li> <li>• Managing and advising on processes</li> <li>• Applied technical knowledge in relation to service specific areas, policies and procedures eg National Assistance Act; NQT log, EHE, LAC, school admissions, etc.</li> <li>• Tracking staff diary management / lone working</li> </ul>		<ul style="list-style-type: none"> <li>• Admissions process is currently undergoing LEAN+ review.</li> </ul>	
<u>Access and engagement with the public and partners:</u> <ul style="list-style-type: none"> <li>• First Point of Contact (internal)</li> <li>• First Point of Contact (external) e.g. recording applications, handling functional queries, complaints,</li> <li>• Call forwarding / message taking in the absence of service personnel</li> <li>• Taking and resolving complex enquiries which may include interpretation / communication of policy, law etc. or dealing with sensitive calls where relevant to core work</li> </ul>	<ul style="list-style-type: none"> <li>• Where delivery service staff are accountable as the point of contact with the public eg; Social Workers, the BSS will support the service and the caller by passing the call/ enquiry to the accountable officer. The BSS will not intervene on behalf of the service.</li> </ul>	<ul style="list-style-type: none"> <li>• Further work with the Customer Service Centre to develop opportunities for channel shift</li> </ul>	