

Agenda Item: 9

REPORT OF THE SERVICE DIRECTOR EDUCATION STANDARDS AND INCLUSION

REVISED SERVICE OFFER AND STAFFING STRUCTURE FOR BUSINESS SUPPORT ACROSS ADULTS SOCIAL CARE, HEALTH AND PUBLIC PROTECTION AND CHILDREN, FAMILIES AND CULTURAL SERVICES.

Purpose of the Report

1. The purpose of this report is to seek approval for a revised service offer and structure to operate from 1 September 2014 for Business Support functions pertaining to both the Adults, Social Care, Health and Public Protection and Children, Families and Cultural Services departments.

Background

2. A decision has been taken by Corporate Leadership Team (CLT) to amalgamate the business support services of Adult Social Care, Health and Public Protection and Children, Families and Cultural Services. This report deals only with this amalgamation. The project does not extend to other departments at this stage.
3. The original business cases developed separately in Adults and Children's Services covered two years and three years respectively, from April 2014. CLT have asked that these two business cases be collapsed into one, delivery of which will be completed within two years, starting from April 2014. The savings profile has been adjusted accordingly as follows;

	2013/14 net budget figures adjusted for double counting	Target Savings			
		Year 1 Savings	Year 2 Savings	Total	% Savings
ASCH&PP	£ 3,327,119	£ 411,000	£ 400,000	£ 811,000	24.38%
CFCS	£ 6,203,608	£ 500,000	£ 1,930,000	£ 2,430,000	39.17%
Totals	£ 9,530,727	£ 911,000	£ 2,330,000	£ 3,241,000	34.01%

4. Broadly, the project will operate in two phases:
 - Phase One (complete by 1 September 2014) - achieve savings through an initial revised staffing structure based on a hub and spoke model and
 - Phase Two (complete by 1 April 2016) - achieve further savings through a more integrated model of delivery, derived from reviews of existing processes and systems, and a secondary restructuring.

Proposed 'Service Offer'

5. The project team, in collaboration with key stakeholders, has captured a comprehensive list of the current tasks undertaken by business support (both generic and specific) in order to identify which of these tasks should be:
 - proposed for inclusion within our revised 'offer';
 - most appropriately discharged by managerial/operational colleagues or
 - ceased
6. The business support activities considered span all tiers of the organisation from the front line to senior management. Activities identified from existing practice fall broadly into the following categories:
 - a) generic;
 - b) functional support i.e. application of knowledge, policy or systems particular to a service area and
 - c) individual support i.e. tasks delegated by an individual manager or staff group.
7. The proposed service menu (attached as Appendix A) includes aspects of a) and b). However, unless otherwise specified, the business support service will no longer provide 'individual' support to managers or groups of staff where there are corporate systems and technologies available which enable them to be self-sufficient.

Proposed Structure

8. Many local authorities are reviewing the way in which their business support functions are organised. Our research and emerging detail about the future shape of Nottinghamshire's services indicated that we should consider a model which integrates Adults and Children's business support structures on a locational 'Hub and Spoke' basis. (i.e. the locus of management within larger sites which picks up responsibility for outlying bases).
9. CLT has previously been shown evidence to support the fact that the vast majority (some 70%) of business support staff are currently deployed within six major sites across the county, hence the rationale for a locational model.
10. We recognise that business support functions vary in levels of complexity and that the completion of some tasks requires that individuals have significant experience and knowledge related to services. It is proposed that the individuals providing such 'complex' support continue to be located alongside those teams which they support. However, there are functions in all large sites which could be centralised (within the building) and we propose the creation of central support units within specific sites.
11. We have also explored the ability of business support managers based within such sites to pick up line management responsibilities for staff in outlying bases (within their designated geographical area).
12. Given that there is a degree of uncertainty regarding the future structure of operational services within the organisation, business support team managers have, in some instances, had to estimate what would constitute appropriate levels of support, within the context of a minimal 30% reduction overall.

13. In light of the above, it is clear that the restructure of business support will be iterative and that the proposals attached as Appendix B may form the first of a wave of staffing reviews.

Consultation

14. Business Support offer and structure proposals have been subject to extensive consultation with business support and operational colleagues and with the trade unions.

15. A series of employee briefings were held w/c 24 March as a part of the formal consultation period which ran from Wednesday 19 March to Wednesday 16 April 2014. During this period further meetings were held with teams and individuals.

16. Elements of feedback received during the consultation period have been incorporated both within the new service offer and structure.

17. There were 175 responses received in total which have been categorised and responded to on a thematic basis. One combined response was submitted by trades union colleagues which has been responded to separately.

18. Many of the comments received relate to the specific nuances of operational team practice and the project team will work collaboratively with operational managers and trades union colleagues in order to identify and mitigate against the potential issues identified.

Statutory and Policy Implications

19. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Equalities Implications

20. The restructuring of the Business Support Service will be carried out in accordance with the County Council's employment and equalities policy.

Human Resource Implications (SJ 01.05.14)

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

Financial Implications (KA/KS 12.05.14)

22. The financial implications are covered in paragraph 3 of this report.

RECOMMENDATION/S

1. It is recommended that Members note the revised Business Support Service Offer and approve the revised Business Support Structure set out in Appendices A and B.

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Constitutional Comments (KK 01.05.14)

23. The proposal in this report is within the remit of the Personnel Committee

Financial Comments (KS/KA 12.05.14)

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

Background Papers

25. Outline Business Case/s A07 and A015
26. Response/s to Consultation (also published via the intranet on May 7)

Electoral Division(s) and Member(s) Affected