

# Business Support Service Redesign - Stage 2

## Report of Cllr Abdul Jabbar

Portfolio Responsibility: Finance and Human Resources

**12 October 2012**

Officer Contact: Maggie Kufeldt (Business Support Redesign Programme SRO)  
Ext. 4208

### **Purpose of Report**

To provide information on the proposals to make reductions to the Business Support Service (BSS) staff establishment, to contribute to an £800k efficiency target for 2012-13.

### **Executive Summary**

Resulting from the stage 2 redesign of Business Support Service it is proposed to reduce 44.54 posts in total:

- 30.25 FTE posts are vacant with 19.25 FTE of these filled by agency staff
- 14.29 FTE to be removed through redundancy.

These further reductions will enable staff costs to meet the 2013/14 BSS budget, incorporating the efficiency target of 371k.

Of the FTE reduction proposed within this paper, review and negotiation with customers is ongoing for approximately 20 FTE Business Support Officer posts, with a timetable of resolving this by the end of November.

### **Recommendation**

That approval is given for the proposed changes to the Business Support Service establishment.

## Review of the Business Support Service Business Led Service Redesign - Stage 2

Report of Cllr Abdul Jabbar

Portfolio Responsibility: Finance and Human Resources

### 1 Background

- 1.1 The Business Support Redesign Programme was initiated in April 2012. This proposed a two stage redesign of the service, comprising;
- 'Stage 1' redesign to streamline the management structure
  - 'Stage 2' redesign to reshape service provision around the future requirements of its service area customers

- 1.2 The service redesign is required to meet the current budget challenges, which are:

Savings Objectives for the Business Support Service	Revenue Saving £pa		
	2012/13	2013/14	2014/15
Savings from other efficiencies	295,670	353,130	389,350
Savings from the redesign of the service	800,000	800,000	800,000
<b>Total Revenue Savings £pa</b>	<b>1,095,670</b>	<b>1,153,130</b>	<b>1,189,350</b>

The service redesign also aims to develop a Business Support Service which works more effectively with the service areas that it supports.

- 1.3 Through implementation of the stage 1 redesign, the management structure was streamlined into two layers:
- The existing posts of Business Support Manager (5 FTE), Business Support Team Leader (18 FTE) and Senior Business Support Officer (18 FTE) were deleted.
  - The new roles of Business Support Business Partner (4 FTE) and Business Support Coordinator (19 FTE) were introduced.
- 1.4 The stage 2 redesign of the service has progressed within 9 customer led projects addressing business support to service areas within:-
- ACE
  - EPS

- PSC
- PCS Adults – Provider
- PCS Adults – Social Care
- PCS Children’s – Family & Youth Support
- PCS Children’s – Learning and Attainment
- PCS Children’s – Safeguarding
- PCS Integrated Commissioning

## 2 **Current Position**

- 2.1 The current structure of the Business Support Service, following the stage 1 management changes, is shown at **Appendix 1**.
- 2.2 The redesign of the Business Support Service retains a corporate service, whilst developing a service that works more effectively and responsively with the service areas it is supporting.

## 3 **Options/Alternatives**

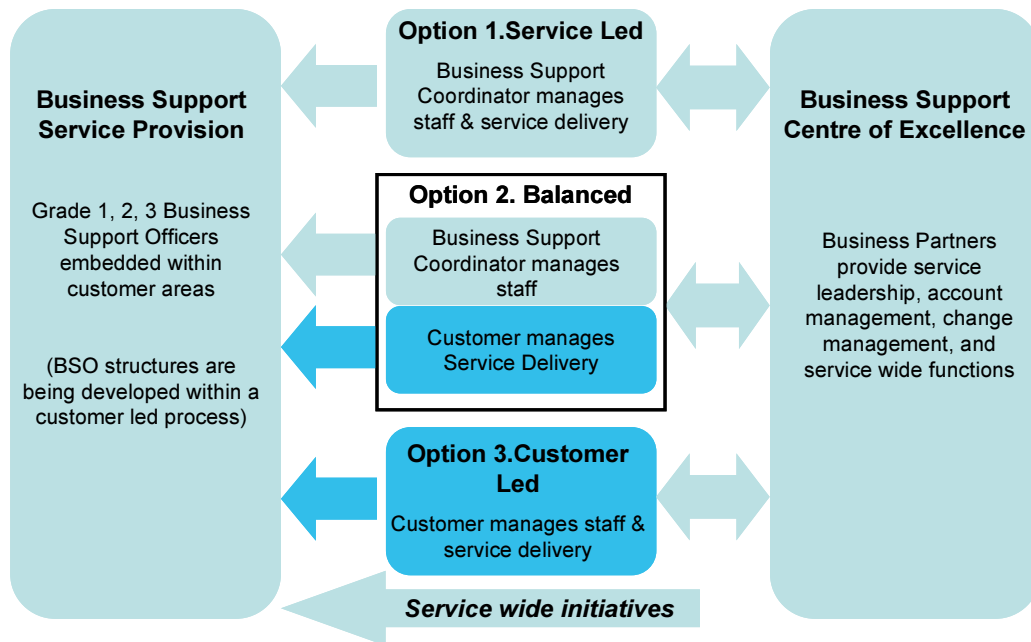
- 3.1 The service is required to achieve the budgeted saving. Options around how to achieve this saving have been considered through a process of customer led redesign across 9 projects. Customers have absorbed managerial tasks within a flexible management model in order to preserve front line Business Support Officer staff.

## 4 **Preferred Option**

- 4.1 It is proposed to make the following further changes to the BSS staff establishment, following the stage 2 redesign, as set out below. Refer to **Appendix 2** for the proposed structure

- 4.2 Proposal for changes to the number of Business Support Coordinators:

It is proposed that further efficiency in management arrangements is achieved through absorption into service areas’ existing management structures in some areas.



This enables reduction of Business Support Coordinators from 19 FTE to 8 FTE, and reduces the impact on front line Business Support Officer (BSO) staff.

Out of the 11 FTE Business Support Coordinator posts to be removed, 10 FTE are currently vacant, requiring a net reduction of 1 FTE Coordinator.

#### 4.3 Proposals for changes to the number of Grade 2 Business Support Officers, and for the introduction of Grade 3 Business Support Officers:

##### **Current Staff Numbers:**

Existing establishment of 189.1 FTE Grade 2 BSOs, comprising: -

- Permanent staff in post at September: 169.85 FTE, including 4.37 FTE long term absences filled with agency staff, plus;
- Current vacancies: 19.25 FTE, filled with agency staff

##### **Proposed Staff Numbers:**

The total proposed establishment of BSOs is: 156 FTE, comprising 153 FTE Grade 2 BSOs and 3 FTE Grade 3 BSOs.

Proposals include the introduction of a limited number of Business Support Officer Grade 3 roles. This provides 'higher skilled' business support. The proposed job description and person specification is provided in **Appendix 3**.

Deployment of staff will remain flexible and subject to change as the needs of service area customers change.

#### 4.4 Out of scope:

- Business Support Assistants Grade 1 (although point 5.5 below refers)
- Drivers
- Apprentices
- Personal Assistants

4.5 In summary:

	Current	Proposed	Change
Business Support Coordinators	19 FTE	8 FTE	10 FTE vacancies removed and 1 FTE reduction
Business Support Officers Grade 2	189.1 FTE	153 FTE	19.25 FTE vacancies removed and 14 FTE reduction
Business Support Officers Grade 3	0 FTE	3 FTE	
Business Support Assistant Grade 1	1.44 FTE	1 FTE	Voluntary redundancy of 0.44 FTE and deletion of post (point 5.5 below refers)

4.6 Based on current budgets, these reductions will enable BSS to meet its 2013/14 budget for staff costs without the need for further reductions.

## 5 Consultation

5.1 Consultation on the original proposals commenced on 10 September 2012, with briefings to affected staff, trades unions and customers of the Business Support Service.

5.2 Staff consultation closed on 10 October 2012. Following consideration of the feedback received the details were amended and final proposals, once approved, will be communicated back to affected staff and trades unions.

5.3 Service area customers of the Business Support Service have been engaged with developing the proposals for establishment within the consultation. Further work is being progressed with customers during this period to gain agreement to the full level of reductions within these proposals.

5.4 Feedback from customers has resulted in a reduction in the number of grade 3 posts and Business Support Coordinator posts, and this is reflected in the final proposals

5.5 The following feedback was received from staff during the period of consultation:

- one request from a BSO Grade 2 member of staff for a voluntary reduction in hours from 36.66 per week to 30. This equates to a saving of 0.18 FTE
- a suggestion for reducing the costs associated with ordering and invoicing within the Agresso system
- a voluntary redundancy request from a BSA Grade 1 postholder (0.44 FTE) that would not need to be backfilled.

## 6 Financial Implications

2012-13 Staffing budget including vacancy factor for in year efficiencies	4,948,915
Redesign savings	(759,760)
Adjusted 12-13 staffing budget	4,189,155

6.1 The Business Support Redesign (BSS) programme has been established to identify an £800k efficiency target plus other in year efficiencies £109k. The programme initiated a two staged approach and the financial savings identified are as follows:

- 2012-13 - Due to the implementation date of the proposed structured outlined in appendices 1 and 2, the BSS is currently forecasting a shortfall of £61k. The service is identifying options to mitigate the pressure.
- 2013-14 – The full year effect of the BSS redesign is £1,274k and this is £519k in excess of the 12-13 savings target. The additional £519k will contribute to the 13-14 efficiency target of £371k and any in year identified efficiencies. (Nicola Harrop/Joe Brownridge)

## 7 Legal Services Comments

7.1 No specific legal issues on the general restructure of the service. (Paul Entwistle)

## 8. Cooperative Agenda

Comments from the August EMT paper are provided below:

8.1 Changes to the BSS are customer needs driven and, therefore, are intended to recognise and incorporate the co-operative ambitions of service areas across the council.

8.2 Our approach to service redesign involves ensuring that the BSS is working in line with Cooperative values and principles, through:

- Collaborative approach to delivering the project

- Raising awareness and promoting the co-operatives agenda throughout the service during the implementation phase, so to ensure that business support staff will be equipped to share knowledge and understanding about the co-operatives agenda with colleagues and customers across the organisation;
- Embedding cooperative and collaborative working within future processes.

8.3 As it is anticipated that the service will continue to develop and adapt as the rest of the business develops and adapts, it is proposed to further embed the co-operatives agenda in any future service re-design projects. This could include, for example, engaging with business support staff to design and deliver the service re-design collaboratively.

(Reviewed by Kate Eisenstein: 14 August 2012)

## 9 Human Resources Comments

9.1 HR have been consulted on these proposals.

Consultation has been undertaken with affected staff, trade unions and customers of the service. Consultation opened on Monday 10<sup>th</sup> September 2012 and closed on Wednesday 10<sup>th</sup> October 2012. No feedback has been received from affected employees which impacts on these proposals, however, customer feedback on the proposals has been received, has been taken into consideration and the proposals amended as appropriate.

As part of consultation, expressions of interest for voluntary redundancy, voluntary reduction in hours and flexible retirement were invited. Formal approval will be sought for the applications received.

The new Grade 3 post has been graded formally through the Council's Job Evaluation process and ratified at Single Status Negotiating Group.

If the proposals are approved, an application for voluntary redundancy has been received from the Business Support Coordinator pool, this, together with the outstanding 10 vacancies, will mitigate a compulsory redundancy at the Business Support Coordinator level.

The implementation process will firstly require a recruitment selection process to fill the Grade 3 post in the new structure. Applications will be ringfenced to the at risk Business Support Officers. Those unsuccessful, and those who choose not to apply for the Grade 3 post, will be selected for redundancy using redundancy selection criteria, as per the Council's Redundancy Policy.

This pool of staff have been included on the Redeployment Register and those at risk will continue to be fully supported in applying for suitable alternative employment through the Council's Redeployment Policy to mitigate compulsory redundancies.

Implementation will be in accordance with Council HR policies and procedures.

(Elisabetta Coccia, 12<sup>th</sup> October 2012, Senior Human Resources Advisor.)

**10 Risk Assessments**

10.1 None

**11 IT Implications**

11.1 Any ICT equipment redundant as a result of these proposals must be returned to the ICT Client and will contribute to our efforts to reduce the ICT estate across the Council and related costs. (Alison Heneghan 16/5/12) – It is envisaged that comments for stage 1 would apply equally to this stage.

**12 Property Implications**

12.1 Reduction in FTE numbers and consequent office space requirements in this service will be factored into the Working Smarter With Assets (WSWA) programme. (Cath Conroy) – It is envisaged that comments for stage 1 would apply equally to this stage.

**13 Procurement Implications**

13.1 None

**14 Environmental and Health & Safety Implications**

14.1 None

**15 Equality, community cohesion and crime implications**

15.1 None

**16 Equality Impact Assessment Completed?**

16.1 No

**17 Key Decision**

17.1 No

**18 Forward Plan Reference**

18.1 N/A

**19 Background Papers**

19.1 The following is a list of background papers:

- EMT Report – Proposals for redesign of the Business Support Service. 21 August 2012.

Records held in PSC directorate  
Officer Name: Anne Nikolaou  
Contact No: x 4202

## 20 **Appendices**

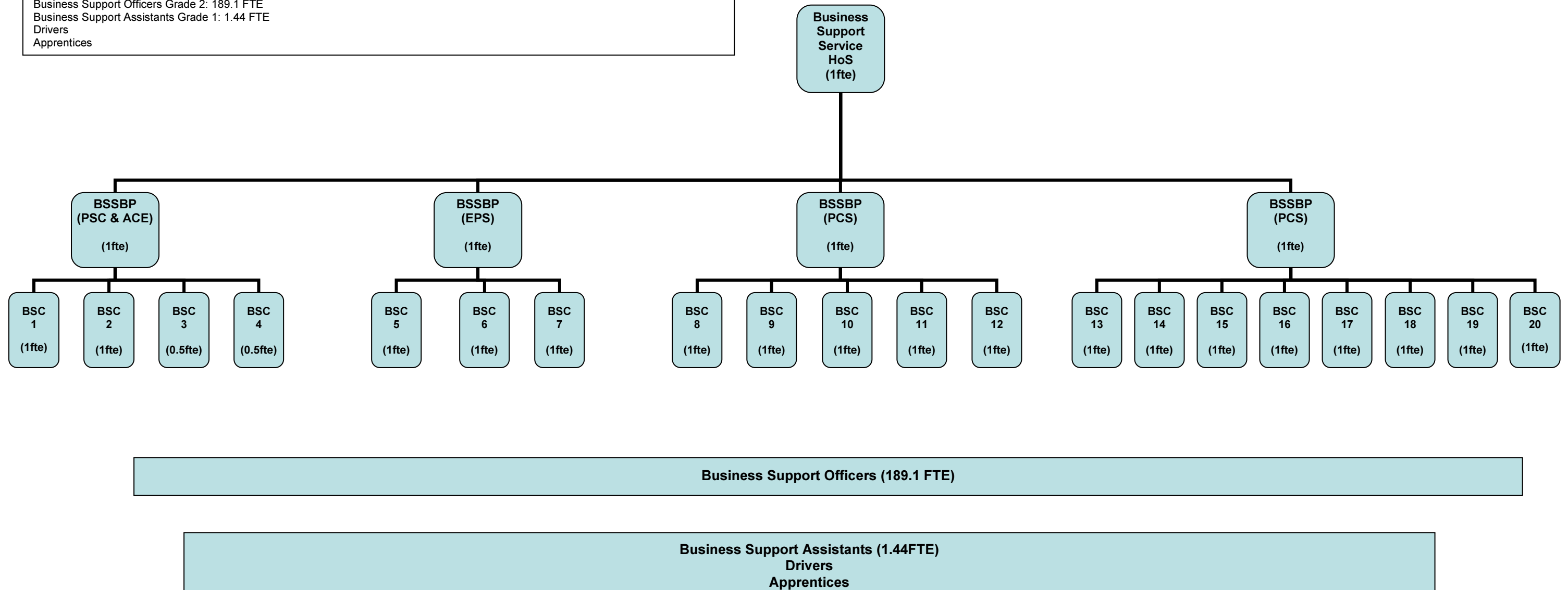
- 20.1 Appendix 1 – Current management structure of the Business Support Service  
Appendix 2 – Proposed management structure of the Business Support Service  
Appendix 3 – New job descriptions and person specification for Grade 3 Business Support Officer

<b>DELETE IF CABINET DECISION</b>	
Signed _____ Cabinet Member [specify whom]	Dated _____
Signed _____ Executive Director	Dated _____

## Appendix 1 – Current BSS Organisational Structure

**Oldham Council Business Support Service - Organisational Structure**  
**Current - September 2012**

Tier 3: Head of Service (HoS): 1 FTE  
 Tier 4: Business Support Service Business Partner (BSSBP): 4 FTE  
 Tier 5: Business Support Coordinator (BSC) 19 FTE  
 Business Support Officers Grade 2: 189.1 FTE  
 Business Support Assistants Grade 1: 1.44 FTE  
 Drivers  
 Apprentices



## Appendix 2 – Proposed BSS Organisational Structure

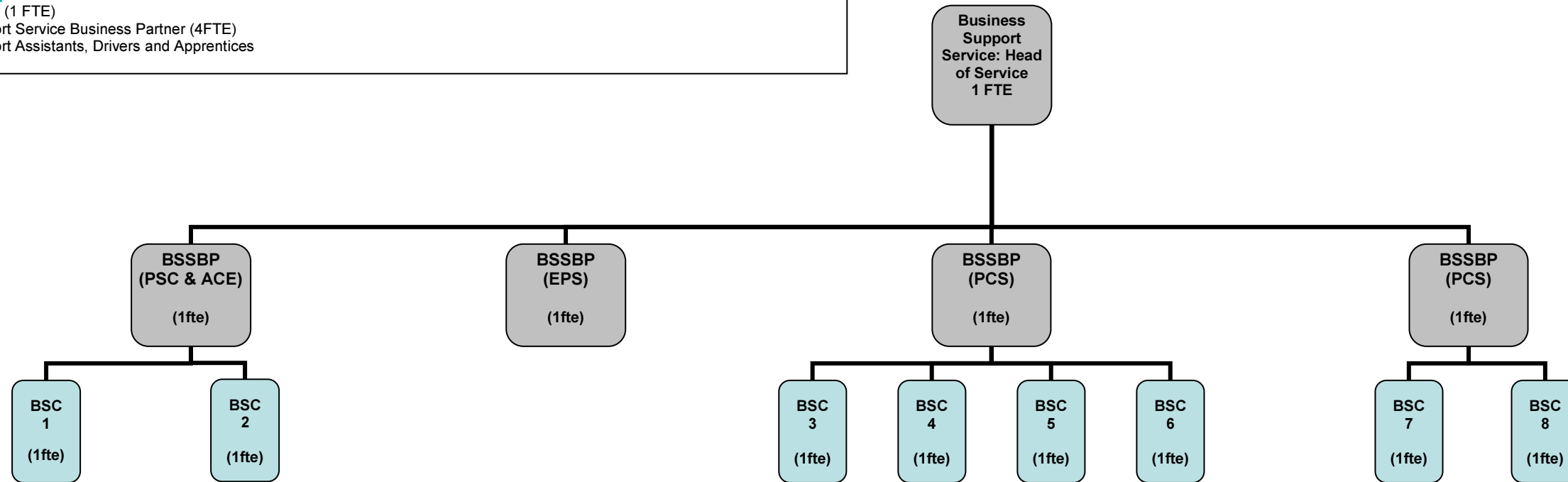
### Oldham Council Business Support Service - Organisational Structure

#### Proposed

Business Support Coordinator (BSC): 8 FTE  
 Business Support Officer (BSO) Grade 3: 3 FTE  
 Business Support Officer (BSO) Grade 2: 153 FTE  
 Business Support Assistants (BSA) Grade 1: Voluntary redundancy of 0.44 FTE and post to be deleted

#### Out of Scope

Head of Service (1 FTE)  
 Business Support Service Business Partner (4FTE)  
 Business Support Assistants, Drivers and Apprentices



**Business Support Officers: 3 FTE Grade 3; 153 FTE Grade 2**

**Business Support Assistants: 1 FTE  
 Drivers  
 Apprentices**

## Appendix 3 – Grade 2 and 3 BSO Job Description and Person Specification

### OLDHAM COUNCIL

### JOB DESCRIPTION

<b>JOB TITLE:</b>	Business Support Officer		
<b>DIRECTORATE:</b>	Performance, Services and Capacity	<b>DIVISION/SECTION:</b>	Internal Services / Business Support
<b>GRADE:</b>	Grade 2 (SCP 12 – 17)		

#### JOB PURPOSE

To provide effective business support by working as part of a team and to contribute to excellent service delivery.

#### **KEY TASKS – Document and Data Management**

1. Type presentations into a computerised presentation package and format existing presentations (not authoring)
2. Produce information in various formats including letters, memos, reports, charts, maps, tables and undertake mail-merges using word-processing packages and branded templates where applicable
3. Design spreadsheets, including input of basic formulae
4. Maintain effective and efficient office and information systems, including compliance with external requirements where necessary
5. Data entry including checking documents for completeness and accuracy. Manipulation, retrieval from paper and computerised systems, printing copies as necessary
6. Run reports (including exception reports) from systems, analyse and correct errors as appropriate
7. Assist in the maintenance of a library of professional reference material.
8. Transcribe tapes / Dictaphone notes or audio typing, where there could be multiple voices e.g. PACE tapes, where appropriate
9. Undertake filing, both paper and computerised, using relevant filing and storage systems
10. Co-ordinate the archiving of documents and information according to the Council's Data Retention Policy

#### **KEY TASKS – Financial Resources**

11. Provide financial and statistical information to others
12. Order goods and services, raise and process cheques and invoices as directed, using the

- Council's Financial Management Information System, and other associated activities
13. Take and record payments and issue receipts, including the processing of on-line payments. Balance and reconcile payments, and bank monies, as necessary
  14. Investigate and resolve queries

***KEY TASKS – Reception and Customer Relations (Internal and External)***

15. Deal with telephone calls, internal and external, in an appropriate manner, take messages and forward them on to the relevant person, as required
16. Receive and record complaints, either in person, in writing or via telephone and forward to the appropriate person
17. Undertake reception duties, including welcoming and escorting visitors as required
18. Effectively handle queries, which may require investigation and respond to enquirers
19. Exchange varied information with a range of audiences, including the public

***KEY TASKS – Meetings and Events***

20. Organise and set up meeting rooms / venues for events and associated equipment, as directed. Order refreshments where appropriate in line with service offer
21. Co-ordinate suitable meeting dates for attendees as directed, where numbers are small, including arranging car park spaces at designated locations for meeting attendees
22. Take informal and formal minutes as appropriate and record action points
23. Prepare agendas including standard items and request items from others
24. Make business travel and accommodation arrangements, as instructed and in line with council guidelines
25. Maintain schedules of meetings, reviews and events

***KEY TASKS – Physical Resources***

26. Order supplies, e.g. repeat orders and standard items, to maintain sufficient levels of stock
27. Receive and check deliveries as appropriate
28. Maintain adequate stock and issue as appropriate, keeping relevant records
29. Carry out basic maintenance of office machinery, including replenishing paper and changing toners
30. Report faults on equipment, furnishings and fittings to the relevant person, as appropriate
31. Obtain, issue and record equipment and resources as part of a booking system
32. Order printing of documents by external providers as directed

***KEY TASKS – General***

33. Receive, distribute and dispatch both internal and external post
34. Deliver post

35. Assist with bulk mail-outs
36. Fax and photocopy documents
37. Operate basic office machinery
38. Prepare and scan documents

**KEY TASKS – Other**

39. Demonstrate own duties to others (not formal training)

**STANDARD DUTIES**

1. To adhere to the relevant quality standards.
2. To actively promote the equalities and diversity agenda in the workplace and in service delivery.
3. To adhere to Council/Directorate policies and financial guidelines / regulations, including customer care, health and safety, data protection, data management, and information security (including external funding organisations)
4. To participate in self-improvement in performance through workplace development
5. Suggest areas for service and process improvement
6. Undertake any additional duties commensurate with the grade of the post

**CONTACTS**

- Colleagues within the council, including elected members
- Internal and external customers
- Representatives of partner organisations

**RELATIONSHIP TO OTHER POSTS IN THE DEPARTMENT**

Responsible to: Business Support Team Leader

Responsible for: N/A

**SPECIAL CONDITIONS**

CRB Disclosure Required – Enhanced

	DATE	NAME	POST TITLE
PREPARED	November 2010	Anne Nikolaou	Head of Business Support
REVIEWED	January 2011	Anne Nikolaou	Head of Business Support
REVIEWED			

**OLDHAM COUNCIL**  
**Person Specification**

**Job Title:** Business Support Officer

	Selection criteria (Essential)	Selection criteria (Desirable)	How Assessed	
			Essential	Desirable
<b>Education and Qualifications</b>	Sufficient literacy and numeracy to undertake the tasks and duties of the role	NVQ 2 in Business Administration or equivalent  European Computer Driving Licence (ECDL)	AF / AC	AF / Certificate  AF / Certificate
<b>Experience</b>	<p>Experience of using computer packages for word-processing, spreadsheets and databases</p> <p>Experience of using the Internet and sending/receiving e-mails</p> <p>Experience of undertaking administration / clerical tasks</p> <p>Experience of following financial procedures</p> <p>Experience of completing tasks to deadlines, re-prioritising own work if necessary</p> <p>Experience of following instructions, procedures and policies</p> <p>Experience of team-working to work effectively with others and meet deadlines and goals</p>	Experience of using Windows operating system and Microsoft Office programs	<p>AF / AC</p> <p>AF</p> <p>AF/ AC</p> <p>AF / I</p> <p>AF / AC</p> <p>AF</p> <p>I</p>	AF / AC

<b>Skills and Abilities</b>	<p>Use a keyboard and operate office equipment, e.g. photocopier or fax machine</p> <p>Customer service skills to deliver polite, courteous and efficient service to colleagues, partners and service users</p> <p>Written communication skills to take accurate messages and pass them on</p> <p>Problem solving skills to Interpret information/situations to solve straightforward problems</p> <p>Produce work to required standards with little close supervision</p>		<p>AF</p> <p>I</p> <p>AF / AC</p> <p>AC</p> <p>AC</p>	
<b>Work Circumstances</b>	<p>Committed to personal development</p> <p>Willing to complete a relevant NVQ (where appointed as a Modern Apprentice)</p> <p>Be punctual and to have regular attendance</p> <p>Work flexibly to meet the needs of the service including at different locations</p> <p>Willingness to undertake audio typing with training / mentoring, where applicable</p> <p>You may be asked to act as First Aider and undertake relevant training (as appropriate for the location)</p>		<p>AF</p> <p>AF / I</p> <p>AF / I</p> <p>AF / I</p> <p>I</p>	

*Abbreviations:* AF = Application Form; I = Interview; AC = Assessment Centre; T = Test  
P = Presentation; R = References; P = Portfolio

**NB. - Any candidate with a disability who meets the essential criteria will be guaranteed an interview**

## OLDHAM COUNCIL

### JOB DESCRIPTION

<b>JOB TITLE:</b>	Business Support Officer – Higher Level		
<b>DIRECTORATE:</b>	Performance, Services and Capacity	<b>DIVISION/SECTION:</b>	Internal Services / Business Support
<b>GRADE:</b>	Grade 3		

#### JOB PURPOSE

To provide effective and comprehensive higher level business support by working as part of a team and through the provision of more service-specific administration duties.

#### ***All tasks outlined within the Job Description for Business Support Officer Level 2, plus:***

##### ***KEY TASKS – Document and Data Management***

1. Type and produce presentations using a computerised presentation package and to format existing presentations.
2. Retrieve information from computerised databases, manipulate data and create non-standard reports
3. Run data reports and correct errors
4. Analyse and validate service specific information, requesting additional details or clarification, as required
5. To assist with the diary management for assigned Senior Managers in designated service areas
6. Undertake progress chasing
7. Preparing papers and agendas

##### ***KEY TASKS – Financial Resources***

8. Investigate anomalies / discrepancies, and propose a course of action to the budget holder
9. Analyse statistical and financial information and provide information to others

##### ***KEY TASKS – Reception and Customer Relations (Internal and External)***

10. Develop knowledge and understanding of service area to be able to respond to more complex queries
11. Formulate routine responses and acknowledgements to correspondence and where appropriate take initiative on behalf of the service
12. Carry out investigations into complaints in line with corporate procedure and escalate

where appropriate

13. Proactively support quality assurance and highlight potential improvements to business processes to ensure accurate delivery of information, advice and guidance to customers

#### ***KEY TASKS – Meetings and Events***

14. Support the co-ordination of large events
15. To be responsible for co-ordinating meetings, using own initiative on dates after considering attendees availability, ordering refreshments in accordance with council policy and booking venues
16. Take informal and formal minutes/ action points and produce accurate set of minutes, chasing follow up actions where appropriate

#### **STANDARD DUTIES**

1. To adhere to the relevant quality standards.
2. To actively promote the equalities and diversity agenda in the workplace and in service delivery.
3. To adhere to Council/Directorate policies and financial guidelines / regulations, including customer care, health and safety, data protection, data management, and information security (including external funding organisations)
4. To participate in self-improvement in performance through workplace development
5. Suggest areas for service and process improvement
6. Undertake any additional duties commensurate with the grade of the post

#### **CONTACTS**

- Colleagues within the council, including elected members
- Internal and external customers
- Representatives of partner organisations

#### **RELATIONSHIP TO OTHER POSTS IN THE DEPARTMENT**

Responsible to: Line manager

Responsible for: N/A

**1.1.1.1.1 SPECIAL CONDITIONS**

CRB Disclosure Required – Enhanced

	DATE	NAME	POST TITLE
PREPARED	24 July 2012	Anne Nikolaou	Head of Business Support
REVIEWED			
REVIEWED			

**OLDHAM COUNCIL**  
**Person Specification**

**Job Title:** Business Support Officer – Higher Level

	<b>Selection criteria (Essential)</b>	<b>Selection criteria (Desirable)</b>	<b>How Assessed</b>	
			Essential	Desira ble
<b>Education and Qualifications</b>	Sufficient literacy and numeracy to undertake the tasks and duties of the role	NVQ 2 in Business Administration or equivalent  European Computer Driving Licence (ECDL)	AF / AC	AF / Certificate  AF / Certificate
<b>Experience</b>	<p>Experience of using computer packages for word-processing, spreadsheets and databases</p> <p>Experience of using the Internet and sending/receiving e-mails</p> <p>Experience of undertaking administration / clerical tasks</p> <p>Experience of following financial procedures and monitoring budgets</p> <p>Experience of completing tasks to deadlines, re-prioritising own work if necessary</p> <p>Experience of following instructions, procedures and policies</p> <p>Experience of team-working to work effectively with others and meet deadlines and goals</p>	Experience of using Windows operating system and Microsoft Office programs	<p>AF / AC</p> <p>AF</p> <p>AF/ AC</p> <p>AF / I</p> <p>AF / AC</p> <p>AF</p> <p>I</p>	AF / AC

<p><b>Skills and Abilities</b></p>	<p>Customer service skills to deliver polite, courteous and efficient service to customers, colleagues, partners and service users</p> <p>Use analytical skills and be resourceful to solve varied problems</p> <p>Use initiative to respond to unexpected problems using recognised procedures and policies as a guide</p> <p>Organisational skills to provide administrative support to meetings, seminars and other (large-scale) events</p> <p>Problem solving skills to interpret information/situations to solve a range of problems</p> <p>Produce work to required standards with little close supervision</p>		<p>I</p> <p>T /AF / I</p> <p>T /AF / I</p> <p>AF/I</p> <p>AC</p> <p>AC</p>	
<p><b>Work Circumstances</b></p>	<p>Commitment to personal development</p> <p>Work flexibly to meet the needs of the service including at different locations</p> <p>You may be asked to act as First Aider and undertake relevant training (as appropriate for the location)</p>		<p>AF / I</p> <p>AF / I</p> <p>AF / I</p>	

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