

SOCIAL SERVICES, HEALTH AND HOUSING DIRECTORATE

REPORT OF THE HEAD OF BUSINESS STRATEGY, PUBLIC PROTECTION AND HOUSING SERVICES – A. THOMAS

20th July 2015

SECTION A – MATTERS FOR DECISION

Establishment and proposed new staffing structure for Business Strategy Services

1. Purpose

The purpose of this report is to seek approval for the establishment and staffing structure for Business Support Services. The proposed changes to current structures will meet the changing demands of front-line operational teams within Children's Services and Community Care Services, whilst is an opportunity for a number of temporary arrangements across the service to be incorporated into the establishment, as well as addressing the roles and responsibilities of Designated Complaints Officer and Welfare Rights Team Manager.

2. Introduction and Background

The Council has recently modernised the way we deliver Social Work as part of the Transforming Adult Social Care programme (TASC) and has been developed in line with 'Social Services and Well-being (Wales) Act 2014'. This has culminated with a new social work structure and working arrangements. It is essential that Business Support Services structures reflect the social work practice and needs, ensuring we take the right steps to continue to offer quality services to front-line teams that are economically sustainable.

Conversely, the widely published changes to Children’s Services front-line teams are now well embedded and working consistently as acknowledged by the recent CSSIW Inspection Report which has resulted in the ‘Serious Concerns’ protocol being lifted. The Service will continue to address the challenges ahead through the Improvement Programme; with the on-going demands, the Business Support Services structure seeks to ensure that the Service is in the best position to meet the front-line needs.

3. **Proposed Service Change**

The proposal is the development of a structure that includes Business Support Services, both Children’s and Community Care Services, as well as the creation of a Directorate Support Office (formerly Policy & Special Projects Team) which includes new post of Directorate Support Officers and Co-ordinators.

The current Teams / services affected by the proposals are:

- Business Support Services – Children’s Services;
- Business Support Services – Community Care Services;
- Performance Management Team;
- Policy & Special Projects Team;
- Secretariat; *and*
- Welfare Rights.

The proposals were subject to a 45-day consultation period involving all staff working within the current Business Support Services structures; Trade Unions; HR; and operational managers.

The total cost of these changes will be £141,010 per annum (including on-costs) and will be funded from within the existing Social Services budget as follows:

Transfer of vote from Community Care Budget	£21,750
Transfer of vote from Children’s Budget	£19,100
Introduce vacancy factor - Housing Services	£58,000
Increase vacancy factor - EH&TS	£22,760
Increase vacancy factor – SS Central Support	<u>£19,400</u>
	£141,010
	(incl. on-costs)

4. **Staff Engagement and Feedback**

The 45-day consultation was held between 13th May 2015 and 26th June 2015 with staff affected by the change in accordance with the Council's Management of Change in Partnership Policy. A consultation paper outlining the proposal for change was presented to the employees affected.

A series of meetings were held between these dates at which views or suggestions were sought on the proposed changes. Meetings included an 'all staff' event; HR surgeries; and '1-2-1' meetings, where appropriate/required. The meetings included HR and Trade Union representatives.

In addition to the meetings stated above, views and opinions were collected:

- at any individual staff team meetings that took place during the consultation period.
- by writing to the Head of Service, or Trade Union representative; or
- by completing a feedback form.

5. **Trade Union Response to Consultation**

During the consultation period meetings were held with staff and the Trade Unions to ensure there has been full involvement in the consultation process and to ensure their active involvement and continued support.

6. **Staff Redeployment**

There are no compulsory redundancies associated with the establishment of the Business Support Services; deleted posts have been absorbed by the ER/VR exercise or staff returning to substantive posts within the Authority.

Staff affected by the establishment of the structure have been fully supported to ensure changes have taken place seamlessly and with as little disruption as possible.

7. **Recommendations**

Following the staff consultation, it is felt that the key principals in the proposals are sound and continue to present the best solution to ensure that there is clarity of purpose, they meet needs, are value for money and achieve outcomes.

Having considered fully the proposals for the establishment of Business Support Services, we would therefore seek to recommend that the following changes to these staffing establishments be approved. (See Appendix 1 & 2 Current & Proposed Structure).

FOR DECISION

8. List of Background Papers

None

9. Wards Affected

All

10. Officer Contact

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11. Appendices

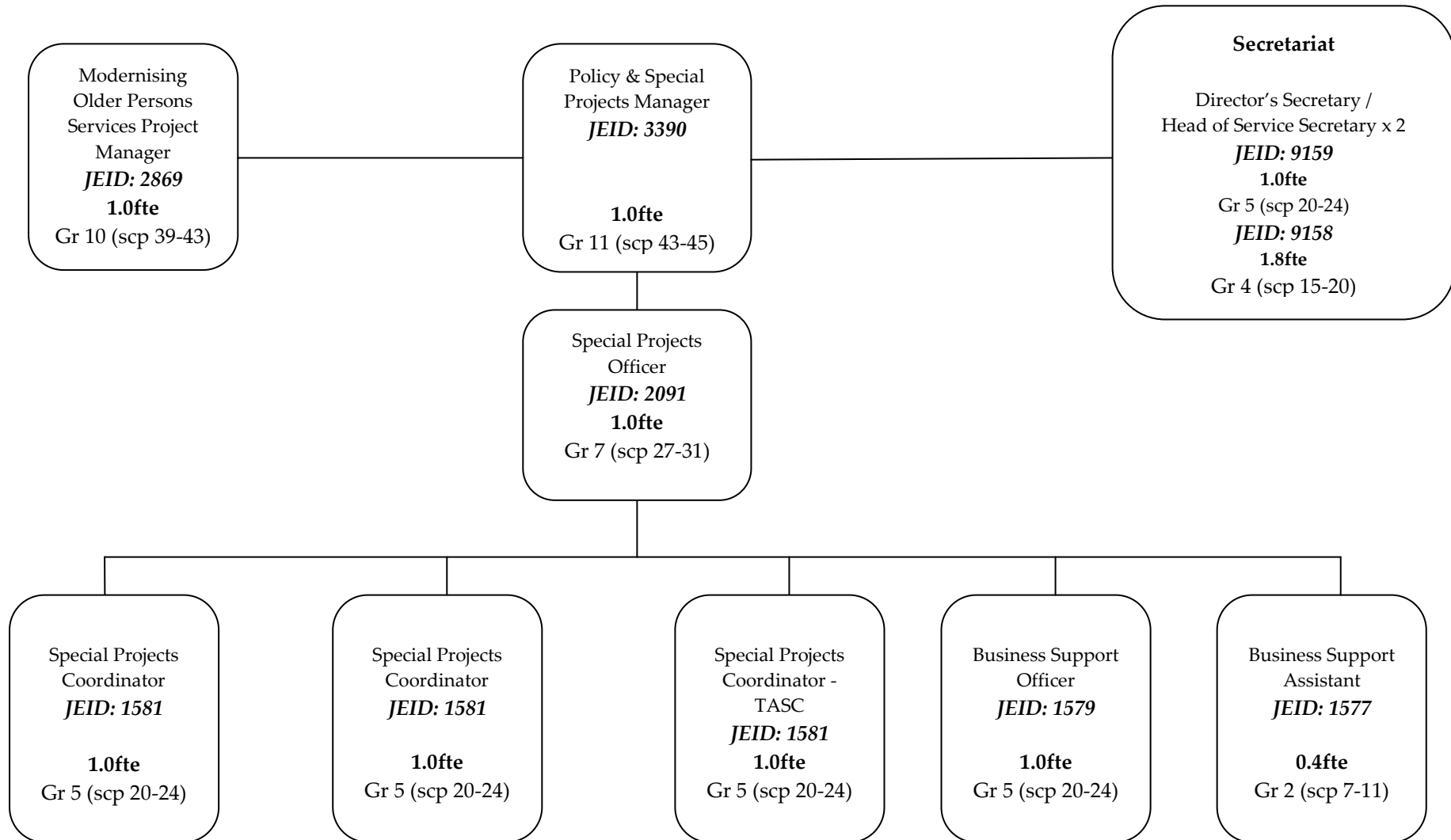
Appendix 1 - Current Structure

Appendix 2 - Proposed Structure

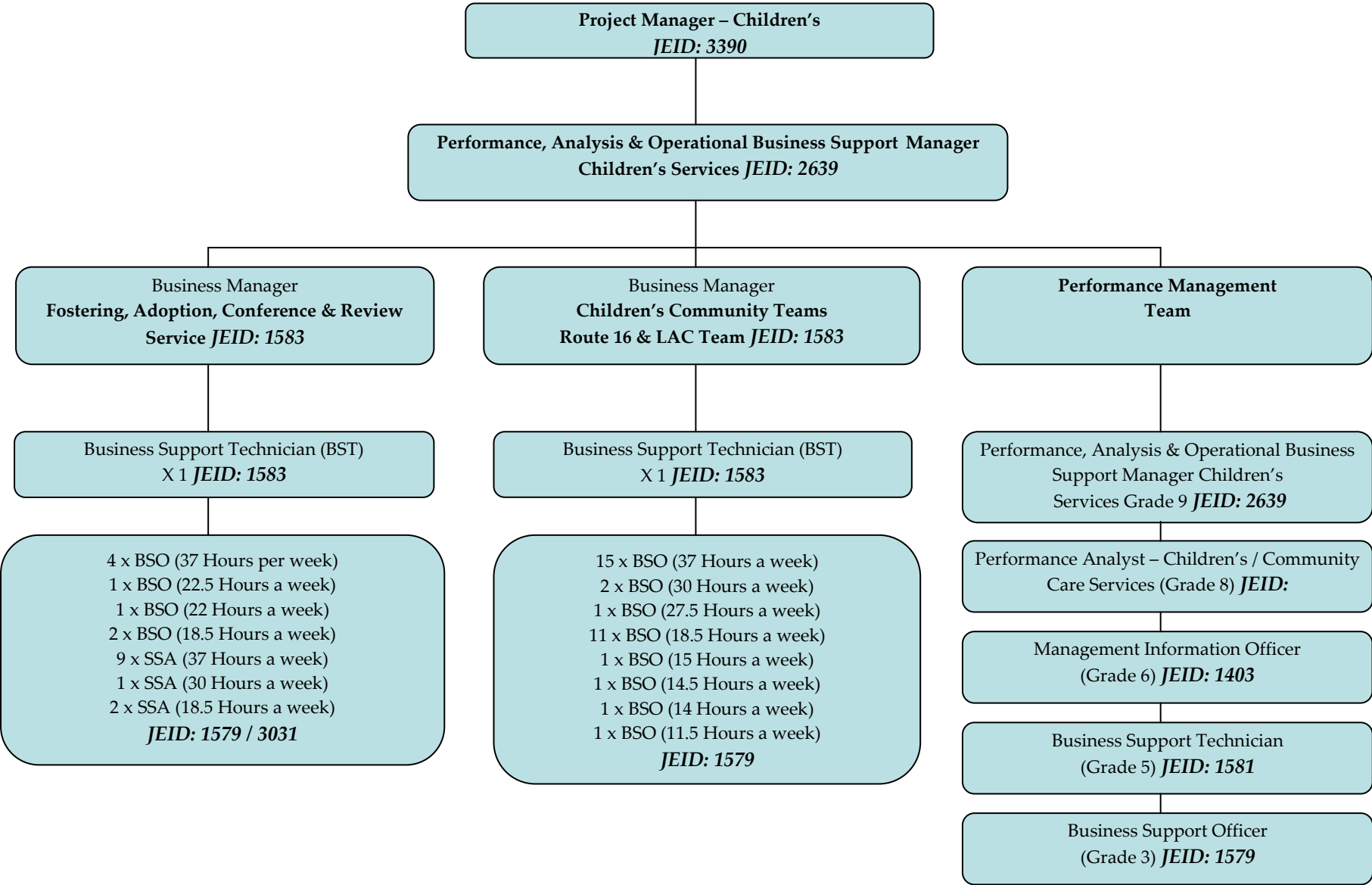
Appendix 3 - Financial Appraisal

Appendix 1 – Current Structure

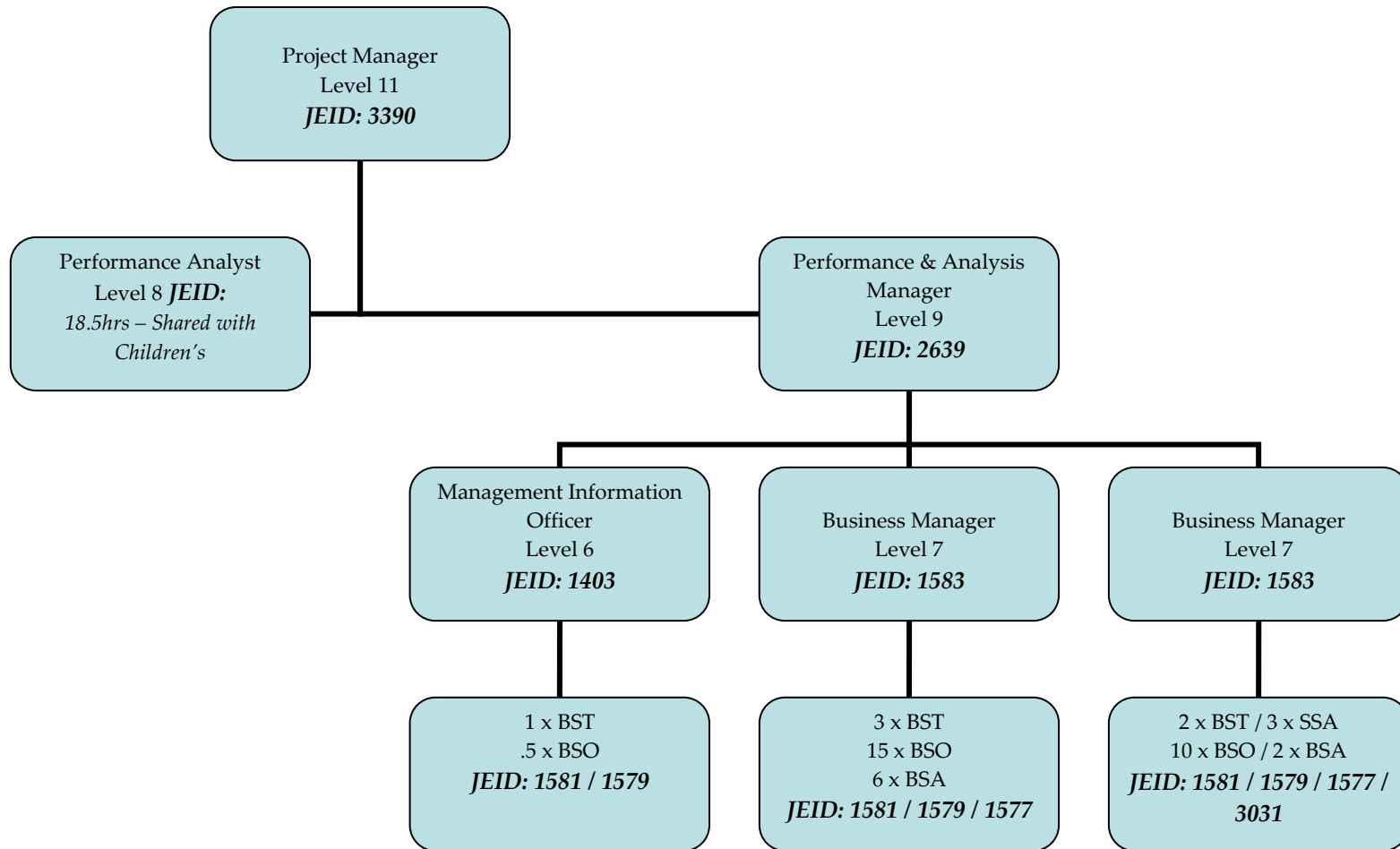
Policy & Special Projects Team



**Performance Management & Operational Teams
Children's Services**

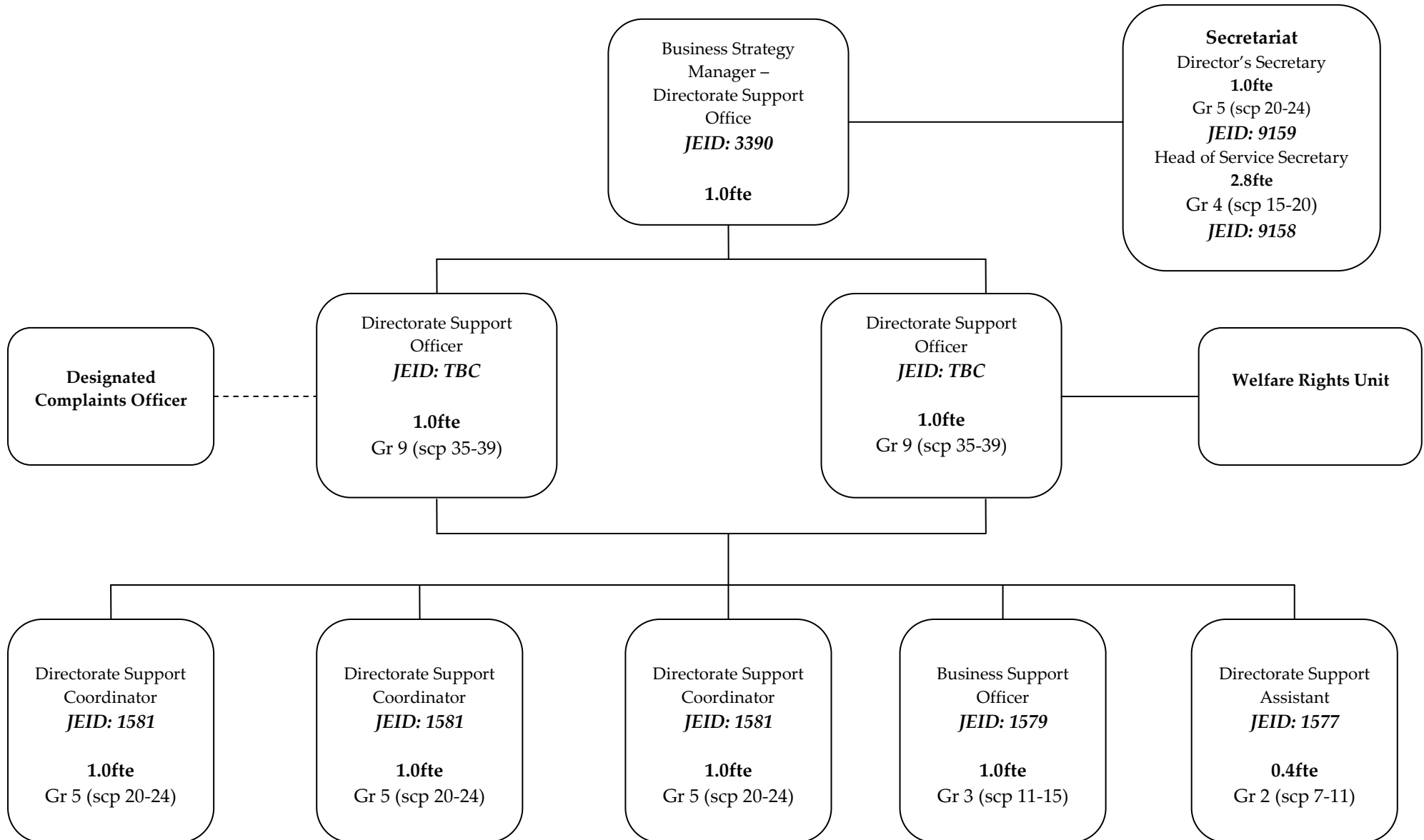


**Performance Management & Operational Teams
Community Care**

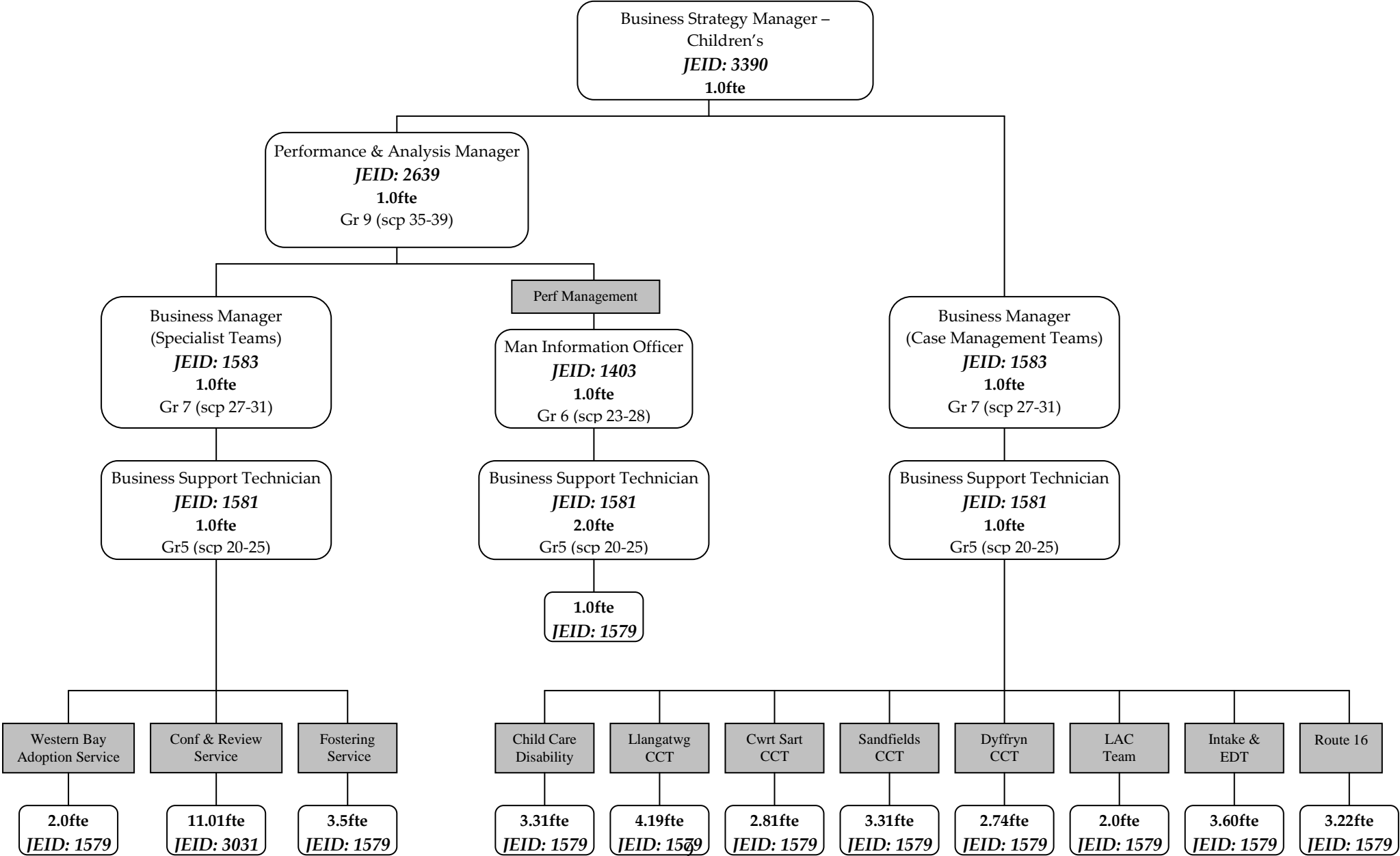


Appendix 2 – Proposed Structure

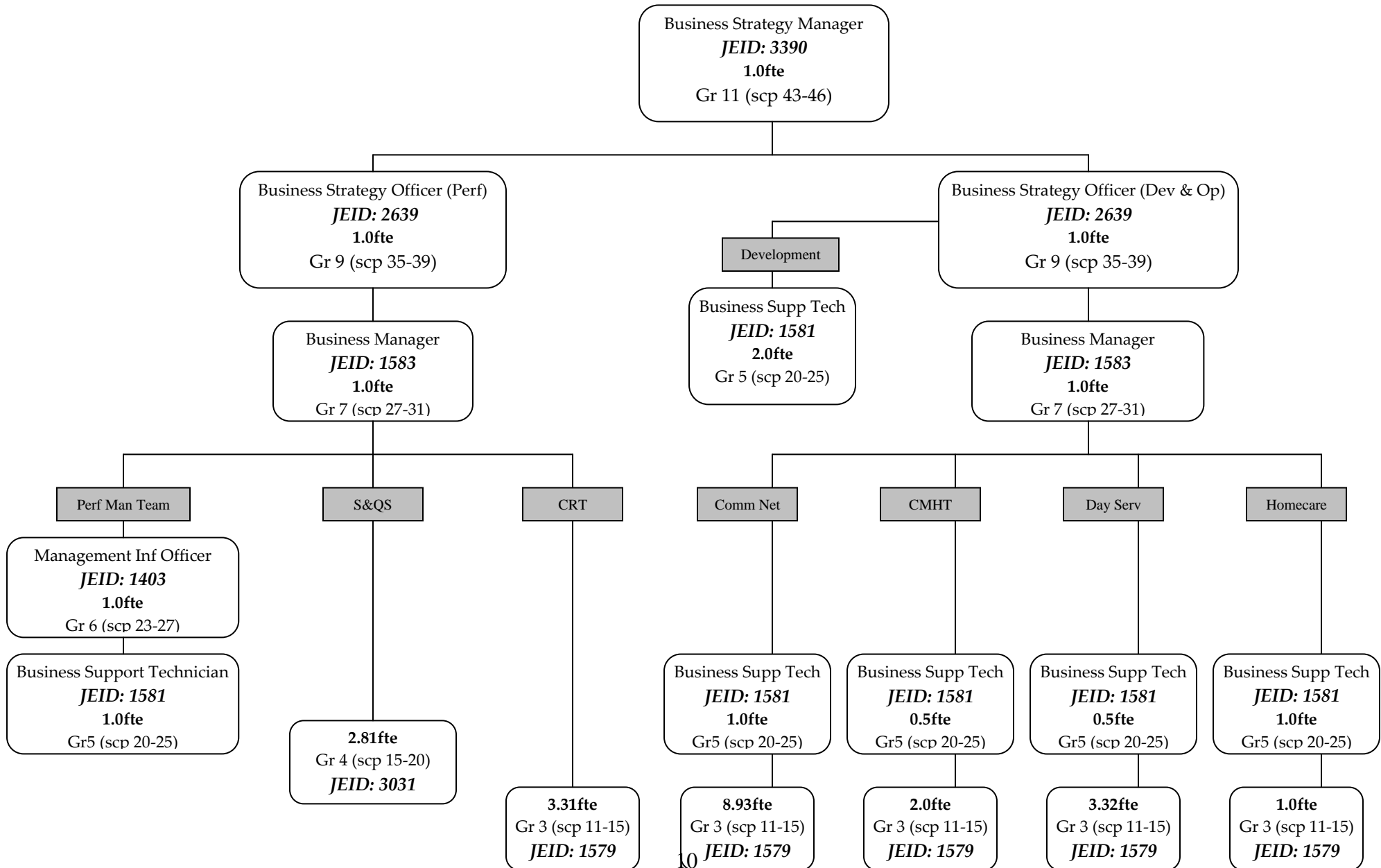
Directorate Support Office



Performance Management & Operational Teams – Children’s Services



Performance Management & Operational Teams – Community Care



APPENDIX 3 - FINANCIAL APPRAISAL – Central Support Restructure

POST	PROPOSED CHANGE (New Post / Delete / Regrade)	PAY SCALES		ANNUAL COSTS	
		Current	Proposed	This Year	Maximum
MOPS Project Manager	Delete post	Gr 10		-31,136	-46,704
Directorate Support Officer	Create post		Gr 9	29,530	44,296
Special Projects Officer	Delete post	Gr 7		-26,258	-39,388
Directorate Support Officer	Create post		Gr 9	26,258	39,388
Special Projects Coordinator	Delete post	Gr 5		-17,432	-26,148
Business Support Officer	Delete post	Gr 5		-16,977	-25,466
Directorate Support Officer	Create post		Gr 5	16,977	25,466
Business Support Officer	Create post		Gr 5	13,225	19,838
Business Support Assistant	Delete post	Gr 2		-4,111	-6,167
Directorate Support Assistant	Create post		Gr 2	4,111	6,167
Welfare Rights Officer	Delete post	Gr 7		-23,987	-35,981
Senior Welfare Rights Officer	Create post		Gr 8	23,987	35,981
Benefits Take up Worker 0.7fte	Delete post	Gr 7		-16,617	-24,926
Business Strategy Officer	Create post		Gr 9	25,820	38,731
Business Support Assistants x 5.5fte	Delete posts	Gr 2		-69,715	-104,573
Business Support Officers x 5.0fte	Create posts		Gr 3	59,444	89,167

Business Support Technician x 2.9fte	Create posts		Gr 5	49,296	73,944
Business Support Officers x 0.88fte	Delete posts	Gr 3		-11,503	-17,255
Secretarial Support Assistants x 1.81fte	Create posts		Gr 4	27,599	41,399
Supernumerary Foundation Apprentices x 5				17,000	25,500
Training & Op Support Business Manager	Delete post	Gr 9		-26,970	-40,455
Secretarial Support Assistants x 3.19fte	Create posts		Gr 4	45,681	68,522
Total				£94,222	£141,336

SET UP COSTS:

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Recruitment Costs		0
Accommodation Costs		
Office Costs		
I.T.		
Other (Specify)		
Total Set Up Costs	0.00	0
<u>Funding of Set Up Costs</u>		
Revenue Budget		
Reserves		
Special Grant:		
Other (Specify)		
Total Funding of Set Up Costs	0.00	0

RECURRING COSTS:

<u>Costs</u>	<u>This Year</u> £	<u>Maximum</u> £
Employee Costs (Financial Appraisal Statement)		
> Starting Salary	94,222	
> Additional cost at Maximum Salary		141,336
Employee Training & Seminars		
Accommodation Running Costs		
Travel & Subsistence (Standby Allowance)		
Other Running Costs - Office Supplies		
Other Running Costs - Printing & Literature		
Other Running Costs - IT.		
Total Recurring Costs	94,222	141,336
<u>Funding of Recurring Costs</u>		
<u>External Sources</u>		
Specific Grant:		
Funding from External Agencies		
Service Level Agreement		
Other (Specify)		
<u>Internal Sources</u>		
HRA		
Existing Budget Allocation	94,222	141,336
Additional Guideline Allocation		
Other (specify) :		
Total Funds Available	94,222	141,336
Refer to this statement in the report's section on Financial Appraisal.		