



**Report of Head of Business Support Centre and Contact Centre**

**Report to Director of Resources**

**Date: 19 May 2021**

**Subject: Shared Services Leadership Structure**

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**Summary**

**1. Main issues**

- The Contact Centre transitioned from the Communities and Environment directorate to Resources on 1<sup>st</sup> April 2021 and the responsibility for the operational management of the Contact Centre was moved to the Head of Business Support Centre within Shared Services.
- Shared Services comprises the Business Support Centre, the Contact Centre and the Business Administration Service and is under the strategic leadership of the Chief Officer Strategy and Improvement. The Head of Business Administration Service and the Head of Business Support Centre and Contact Centre report to the Chief Officer Strategy and Improvement and are supported for line management purposes by the Deputy Chief Officer HR.
- The Head of Business Administration Service is due to leave the Council through the Early Leavers Initiative on 4<sup>th</sup> June 2021 and the Head of Business Administration Service post will be deleted. It is proposed that the responsibility for the Business Administration Service is moved to the Head of Business Support Centre and Contact Centre. This would make the Head of Business Centre and Contact Centre responsible for all three Shared Service functions and the role would therefore be renamed to become the Head of Shared Services. Sharing leadership capacity across the Business Support Centre, Contact Centre and the Business Administration Service will facilitate the identification of opportunities for improving end to end processes, development opportunities for staff and sharing

resource. It is also proposed that three Dir 45% posts are introduced into the Shared Services structure to support the Head of Business Support Centre and Contact Centre to lead the three service areas (Business Support Centre, Contact Centre and Business Administration Service).

## **2. Best Council Plan Implications** (click [here](#) for the latest version of the Best Council Plan)

- The proposals outline a new sustainable structure to support the delivery of our best Council outcomes and our people ambitions as set out in our People Strategy.
- The changes will contribute to the Best Council ambitions to become an efficient and enterprising organisation by sharing leadership across the Shared Services functions and facilitate the identification of further synergies and service improvement opportunities.

## **3. Resource Implications**

- a. Savings will be achieved through the deletion of the Head of Business Administration Service (Dir 52.5%) post on 4<sup>th</sup> June 2021, the Head of Transformation (Dir 60%) in November 2021 and a Dir 45% post that was on the Contact Centre structure prior to the move to the Resources directorate. The savings related to these posts (in the region of £245k) have been captured within the respective Business Administration Service and Contact Centre savings plans.
- b. Following the talent pool checking process, the three new Dir 45% posts will be ring-fenced within the three service areas and subsequent backfill arrangements will be carefully considered individually on their own merits with posts being deleted where appropriate. The overall net cost of introducing the three posts is estimated to be in the region of £100k per annum which takes account of anticipated savings from subsequent backfilling and will be managed through the Shared Services budget. These posts will be instrumental in identifying opportunities for streamlining processes and identifying efficiencies that will enable existing and future savings targets to be achieved.

## **Recommendations**

The Director of Resources is asked:

- a. To move the responsibility for the Business Administration Service to the Head of Business Support Centre and Contact Centre and to rename the role of the Head of Business Support Centre and Contact Centre to the Head of Shared Services.
- b. To delete the Dir 52.5% post (Head of Business Administration Service)
- c. To create three new Dir 45% posts: Deputy Head of Shared Services (Business Support Centre); Deputy Head of Shared Services (Contact Centre) and Deputy Head of Shared Services (Business Administration Service).

## **1. Purpose of this report**

- 1.1 To set out the shared leadership arrangements and proposed leadership structure for the Business Support Centre, Contact Centre and Business Administration Service within Shared Services.

## **2. Background information**

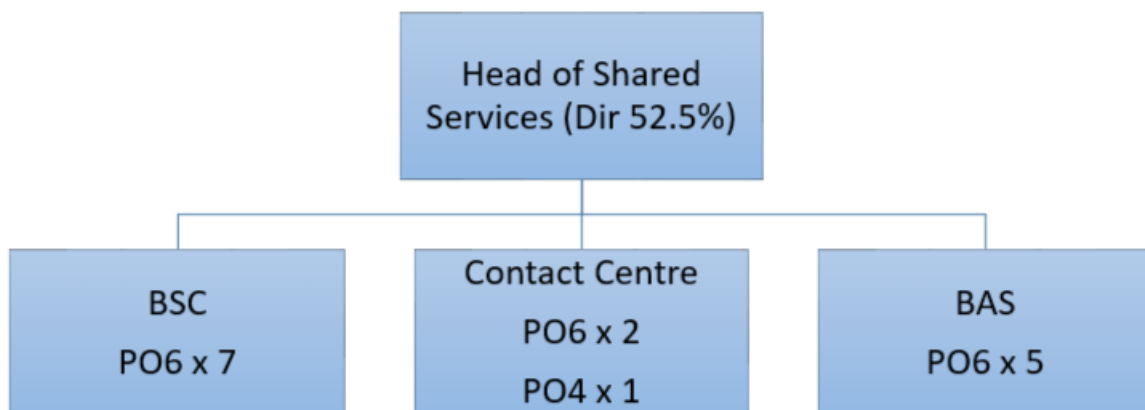
- 2.1 Shared Services comprises the Business Support Centre, the Contact Centre and the Business Administration Service and is under the strategic leadership of the Chief Officer Strategy and Improvement. The Head of Business Administration Service and the Head of Business Support Centre and Contact Centre report to the Chief Officer Strategy and Improvement and are supported for line management purposes by the Deputy Chief Officer HR.
- 2.2 Approximately 178 FTE currently work in the Business Support Centre. The Business Support Centre comprises a range of employment, financial and operational functions that provide support to the Council, its employees, schools, colleges and other external organisations.
- 2.3 The Business Administration Service delivers professional administrative support to services across the Council and is currently going through a service review to deliver a new operating model with approximately 514 FTE in the new structure. The Head of Business Administration Service is due to leave the Council through the Early Leavers Initiative on 4<sup>th</sup> June 2021.
- 2.4 The Contact Centre is the first point of contact with the Council for many citizens and comprises approximately 167 FTE. The Contact Centre manages large volumes of customer contact on behalf of services across the Council through a variety of customer contact channels. The previous Head of Contact Centre managed both the Contact Centre itself as well as the Digital Access Team and Business Support Team. The operational management of the Contact Centre moved to the Head of Business Support Centre when the services transitioned from the Communities and Environment Directorate to the Resources Directorate on 1<sup>st</sup> April 2021. The previous Head of Contact Centre moved into the interim Head of Transformation role and retained responsibility for elements of the Digital Access Team and Business Support Team.

## **3. Main issues**

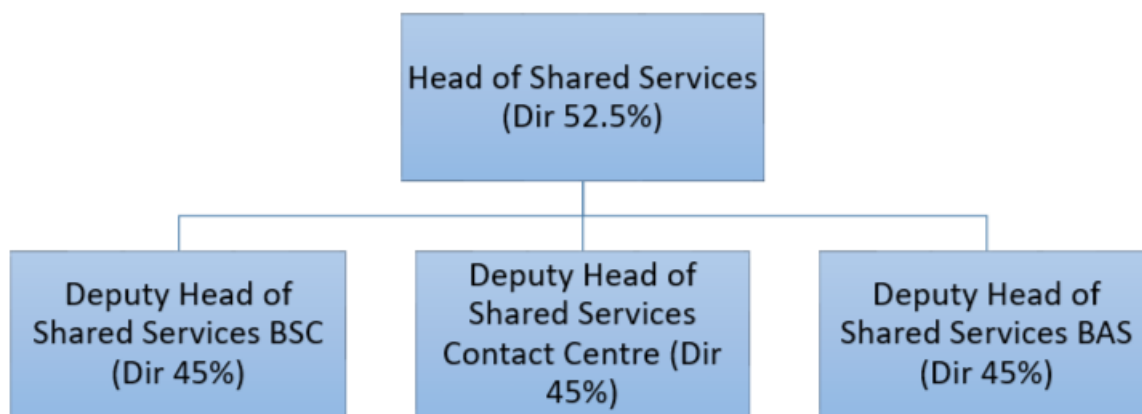
- 3.1 Within the Contact Centre a number of key opportunities have been identified that will be prioritised in 2021/22 to support the financial savings plans required to achieve savings in the region of £500k. To deliver the required changes it was agreed that there needed to be a focus on the transformation of services and an in-depth review of the operational performance of the Contact Centre. To achieve these two broad objectives, it was agreed that the operational management of the Contact Centre will be provided by the Head of Business Support Centre. A new interim Head of Transformation (Dir 60%) role was created until November 2021 that will support the delivery of the transformation required to meet the financial goals. The previous Head of Contact Centre moved into the interim Head of Transformation role. The interim post will be deleted when the postholder retires in November 2021.
- 3.2 The Business Administration Service is currently going through a service review which is estimated to deliver £2.25M in savings for 2021/22. The Deputy Chief Officer HR has worked closely with the Head of Business Administration Service on the service review and will continue to provide leadership and oversee the review when the Head of Business Administration Service leaves the Council on 4<sup>th</sup> June

2021. As the operating model has now been determined, a Dir 45% post is required to deliver the service.

- 3.3 It is proposed that the responsibility for the Business Administration Service is moved to the Head of Business Support Centre and Contact Centre. This would make the Head of Business Centre and Contact Centre responsible for all three Shared Service functions and the role would therefore be renamed to become the Head of Shared Services.
- 3.4 There are clear synergies between the work of the Business Support Centre, Business Administration Centre and the Contact Centre and the benefits of bringing the teams closer together through shared leadership arrangements will facilitate the identification of opportunities for improving end to end processes, development opportunities for staff and sharing resource across the teams. Approximately 860 FTE will work within the three teams that now comprise Shared Services and with the Head of Business Administration Service leaving the Council at the beginning of June it is timely to review the leadership arrangements to ensure that spans of control are sustainable and there is sufficient capacity to effectively lead the services.
- 3.5 For context and background, six JNC posts were in the Shared Services structure in 2016 (not including the Chief Officer Strategy and Improvement) at a point when Shared Services comprised of the Business Support Centre and Business Administration Service and prior to the move to the Resources directorate, the Contact Centre had two JNC posts. Following the deletion of the Head of Business Administration post on 4<sup>th</sup> June 2021 and the incorporation of the Contact Centre into Shared Services in April 2021, the chart below shows the reporting arrangements that would be in place in the current structure:



- 3.6 The chart above shows that the Head of Shared Services would have 15 direct reports and it is considered that this is not a sustainable or resilient structure to deliver the functions and provide management and leadership support to the large number of staff that work within Shared Services (approximately 860 FTE on completion of the BAS review). The proposed structure introduces three Dir 45% roles, one for each of the service areas as shown in the chart below



- 3.7 The proposed model would provide a sustainable and resilient structure for Shared Services and the leadership capacity required to continue to drive improvements across the service areas and ensure that each of the teams receive the necessary support and focus. The post holders will work closely with the Core Business Transformation team and will be instrumental in identifying opportunities for streamlining processes and identifying efficiencies that will enable existing and future savings targets to be achieved.
- 3.8 The previous structure across the three service areas comprised of four JNC posts (1 x Dir 60%, 2 x Dir 52.5% and 1 x Dir 45%). The proposal to retain four JNC posts (1 x Dir 52.5% and 3 Dir 45%) represents a saving on the previous management structure in place. Following the talent pool checking process, the posts would be ring-fenced to the three service areas and will provide valuable staff development and career opportunities for team members.

## 4. Corporate considerations

### 4.1 Consultation and engagement

- 4.1.1 Consultation with Trade Union colleagues has taken place. Some Trade Union colleagues expressed concerns that the proposal increases the amount of JNC posts in the structure and over the associated costs of the proposal. Having given due consideration to the points raised by colleagues, the proposal is still recommended as there is a risk to the delivery of three critical support areas for the Council if the leadership and management structure is not resilient or operationally viable to support the large number of staff within Shared Services. In addition, the more robust structure outlined in this report will enable more efficient and effective ways of working to be identified, leading to greater savings opportunities and better outcomes for the public and the services that are supported by Shared Services

### 4.2 Equality and diversity / cohesion and integration

- 4.2.1 Due regard has been given to equality and an equality screening assessment has been carried out. No issues in respect of equality and diversity have been identified.

### 4.3 Council policies and the Best Council Plan

- 4.3.1 The proposals outline a new sustainable structure to support the delivery of our best council outcomes and our people ambitions as set out in our People Strategy.

## Climate Emergency

- 4.3.2 The proposal will have neither a positive or negative impact on the climate emergency.

### **4.4 Resources, procurement and value for money**

- 4.4.1 Savings will be achieved through the deletion of the Head of Business Administration Service (Dir 52.5%) post on 4<sup>th</sup> June 2021, the Head of Transformation (Dir 60%) in November 2021 and a Dir 45% post that was on the Contact Centre structure prior to the move to the Resources directorate. The savings related to these posts (in the region of £245k) have been captured within the respective Business Administration Service and Contact Centre savings plans.
- 4.4.2 Following the talent pool checking process, the three new Dir 45% posts will be ring-fenced within the three service areas and subsequent backfill arrangements will be carefully considered individually on their own merits with posts being deleted where appropriate. The overall net cost of introducing the three posts is estimated to be in the region of £100k per annum which takes account of anticipated savings from subsequent backfilling and will be managed through the Shared Services budget. These posts will be instrumental in identifying opportunities for streamlining processes and identifying efficiencies that will enable existing and future savings targets to be achieved.

### **4.5 Legal implications, access to information, and call-in**

- 4.5.1 There are no legal implications associated with the proposals set out in this report and the report is not subject to call-in

### **4.6 Risk management**

- 4.6.1 There is a risk to the delivery of three critical support areas for the Council if the leadership and management structure is not resilient or operationally viable to support the large number of staff within Shared Services. The recommendations in this report seek to mitigate this risk.
- 4.6.2 The proposal will bring an approximate £100k pressure on the Shared Services budget, however the more robust structure outlined in this report will enable more efficient and effective ways of working to be identified, leading to greater savings opportunities and better outcomes for the public and the services that are supported by Shared Services.

## **5. Conclusions**

- 5.1 The proposal will provide a sustainable and resilient structure for Shared Services and the leadership capacity required to continue to drive improvements across the service areas and ensure that each of the teams receive the necessary support and focus.

## **6. Recommendations**

6.1 The Director of Resources is asked

- To move the responsibility for the Business Administration Service to the Head of Business Support Centre and Contact Centre and to rename the role of the Head of Business Support Centre and Contact Centre to the Head of Shared Services.
- To delete the Dir 52.5% post (Head of Business Administration Service)
- To create three new Dir 45% posts: Deputy Head of Shared Services (Business Support Centre); Deputy Head of Shared Services (Contact Centre) and Deputy Head of Shared Services (Business Administration Service).