

**SUBJECT: Business Support Team – Children’s Services**

**MEETING: INDIVIDUAL CABINET MEMBER DECISION**

**DATE: Date 28<sup>th</sup> March 2018**

**DIVISION/WARDS AFFECTED: ALL**

**1. PURPOSE:**

- 1.1 To seek approval for the revised Business Support Team establishment. These amendments will make best use of the resource and provide greater consistency, capacity and ensure the team are able to meet the needs of the Social Work teams within children’s services.
- 1.2 It will also support further development of the Business Support Service across the service while being resource neutral to the Authority.

**2. RECOMMENDATIONS:**

- 2.1 To agree to the use of current resources across the business team to convert the hours already in the budget into one FTE business support assistant post (37 hrs/week). (via the amalgamation of hours not being utilised by part time staff)
- 2.2 To approve Job Evaluation of the business support manager (37 hrs/wk. Grade G). This again is at neutral cost to the Authority.
- 2.3 To support the exploration of having an Apprentice Business Support Assistant position, subject to funding being identified.

**3. KEY ISSUES:**

**Background**

- 3.1 The business support team in children’s services is a central business support function managed by a business support manager.  
The team is positioned within the Children’s Services Team. The service supports all teams within children’s services in relation to all general business support duties.
- 3.2 The current structure allows for 518.8 hours of Business Support Hours. Over a period of time some staff have reduced their contracted hours and this has allowed the vacant hours to be combined into 1 x FTE with the team.
- 3.3 By converting the vacant part time hours into one full time team member will allow greater flexibility and resilience in order to support the Family Support and Protection team that has recently expanded due to increased demand in the service.

- 3.4 The Business Support Managers post was introduced into the structure in 2014 however the development and in bedding of the post is still relatively new. Since the new appointment into the post there has been monitoring of the role and this has resulted in an updated role profile to reflect the role that is currently required and being delivered by the post holder.
- 3.5 The Business Support Manager role profile has been updated to reflect the needs of the service and the role has been evaluated as a Grade G. This again is at neutral cost to the Authority. (Top of F (SCP 29) £34,835 Top of G (SCP £39,510 Increase £4,675 funded from within the Children’s Service’s Budget built in to the 2017/18 budget.
- 3.5 The updated Business Support Manager role profile now incorporates the co-ordination of all recruitment within the service and supports all workforce planning activities.
- 3.6 This post has now proved crucial in ensuring all workforce activities are carried out in a timely way in line with the Authority’s policies and procedures.

<b>Business Support Team Cost</b>	
<b>Business Support Manager</b> 37 hours Grade G Post (Top of SCP 29 to 33 £29,323)	£ 39,510
<b>Business Support Hours 481.8 hours</b>	£345,618
<b>Total</b>	£ 385,128

- 3.7 Considering the current workforce with natural changes in the future, an opportunity may presents itself to future proof the service through taking on an apprentice business support assistant. This apprentice would be able to learn from the current experienced and knowledgeable business support team.
- 3.8 Further work is required to identify the costs associated with such a post but, longer term this would be an opportunity to provide career opportunities for a young person and would support workforce planning.

## **OPTIONS APPRAISAL**

4.1 Set out in the table below are the options considered:-

Option	Advantages	Disadvantages
Do nothing	<ul style="list-style-type: none"> <li>Maintains current team structure.</li> </ul>	<ul style="list-style-type: none"> <li>Does not allow for increased workload and new way of working;</li> <li>Additional stress &amp; unnecessary pressure on staff members.</li> <li>Potential increase in Social Workers carrying out admin duties taking them away</li> </ul>

		<p>from working with children's and families.</p> <ul style="list-style-type: none"> <li>• Drift on delivery of service change projects.</li> </ul>
Uphold the recommendations for the restructure	<ul style="list-style-type: none"> <li>• Positive impact on the output of the team;</li> <li>• Improved and more timely business support service to Social Work Teams.</li> <li>• Allowing qualified Social Workers and Support Workers to spend correct time with children and families.</li> <li>• Cost neutral on budget.</li> <li>• Greater team resilience and consistency across Business support Team.</li> </ul>	<ul style="list-style-type: none"> <li>• none</li> </ul>

## 5. REASONS:

- 5.1 There is a duty on the authority to ensure that the Social Work teams fulfil their statutory duties as Social Workers in line with the Social Care Wales code of practice for both employers and employees.
- 5.2 The existing capacity within the Business Support Team is already stretched without this update it would put undue stress on not only the business support team but the social workers who will then be required to carry out additional administration duties.
- 5.3 The business support manager role continues to develop and has been identified as being a key leadership role within the service. The role supports all team managers and service managers in the service and is part of the five year transformation plan of the service.

## 6 RESOURCE IMPLICATIONS:

- 6.1 These changes will be cost neutral to the Authority and are within the business support budget resource.
- 6.2 Final costs include job evaluation confirmation and will remain fully funded as described in the budget build for 2018/19.

## 7 EVALUATION CRITERIA

- 7.1 An evaluation assessment has been included at Appendix C for future evaluation of whether the decision has been successfully implemented.

**8 WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):**

- 8.1 There are no significant impacts on wellbeing, Equality and there are no discrimination issues. An updated Future Generations Assessment has been produced at Appendix A.

**9 CONSULTEES:**

Children's Services SLT  
DMT  
Cabinet  
Finance Manager  
HR  
Chief Officer Social Care & Health

**10 BACKGROUND PAPERS:**

See attached updated role profile of Business Support Manager

**11 AUTHOR:**

**Claire Robins – Service Manager – Transformation – Social Care & Health**

**12 Contact Details**

**Tel:** 07921781075

**E-mail:** [clairerobins@monmouthshire.gov.uk](mailto:clairerobins@monmouthshire.gov.uk)

## Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

<b>Name of the Officer</b> Claire Robins  <b>Phone no:</b> 07921781075 <b>E-mail:</b> clairerobins@monmouthshire.gov.uk	<b>Please give a brief description of the aims of the proposal</b>  To seek approval for the revised Business Support Team establishment.
<b>Name of Service</b>  Children's Services – Business Support Team	<b>Date Future Generations Evaluation</b>  2 <sup>nd</sup> March 2018


***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***





- 1. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Provides an opportunity to train, develop and upskill staff within the service	Better use of resources in order to achieve max effectiveness and job creation. Supports workforce succession planning.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	n/a	N/a
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	n/a
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Welsh language is desirable in this post. The post holder will be encouraged to learn welsh if desired.  N/A	N/A
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Equal opportunities apply to the post.	

**2. How has your proposal embedded and prioritised the sustainable governance principles in its development?**

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	The proposal has assessed the current position and considered what needs to be done going forward. This proposal delivers short/medium term needs and will provide an opportunity to develop future service needs underpinning a longer term approach in the most sustainable way.	N/A

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	N/A	N/A
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	All relevant stakeholders have been involved in this update.	N/A
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	This establishment updated ensures full utilisation of all resources. It utilised the skills knowledge and experience already within he team.	N/A
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	This update ultimately allows social workers to spend the correct amount of time with children and families across Monmouthshire.	N/A

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	N/A	N/A	
Disability	N/A	N/A	
Gender reassignment	N/A	N/A	
Marriage or civil partnership	N/A	N/A	
Pregnancy or maternity	N/A	N/A	
Race	N/A	N/A	
Religion or Belief	N/A	N/A	
Sex	N/A	N/A	
Sexual Orientation	N/A	N/A	
Welsh Language	Any documents, forms, guidance or information will be made available in Welsh.	N/A	

**4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire’s Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>



	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	No impact		Social Workers able to spend correct amount of time with children and families and less time carrying out administration duties.
Corporate Parenting	No impact		Social Workers able to spend correct amount of time with children and families and less time carrying out administration duties.

**5. What evidence and data has informed the development of your proposal?**

<ol style="list-style-type: none"> <li>1. Budget</li> <li>2. Job evaluation.</li> <li>3. CS structure and workforce planning information.</li> </ol>
--

**6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

Nothing extra as the proposal was developed on service need.
--

**7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>	<b>Progress</b>
Continue to review business support resource.			

**8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.**

<b>The impacts of this proposal will be evaluated on:</b>	Ongoing on a continuous basis considering service needs.
---	--

**9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.**

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	Social Care & Health DMT	5 <sup>th</sup> March 2018	

## Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

<b>Title of Report:</b>	<b>Establishment Update – Business Support Team</b>
<b>Date decision was made:</b>	
<b>Report Author:</b>	<b>Claire Robins</b>

### **What will happen as a result of this decision being approved by Cabinet or Council?**

What is the desired outcome of the decision?  
What effect will the decision have on the public/officers?

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

### **What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?**

Think about what you will use to assess whether the decision has had a positive or negative effect:  
Has there been an increase/decrease in the number of users  
Has the level of service to the customer changed and how will you know  
If decision is to restructure departments, has there been any effect on the team (e.g. increase in sick leave)

12 month appraisal

*Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.*

### **What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?**

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

12 month appraisal

These updates are with the Children's Services budget.

Any other comments

This is supported by the Social Care, Safeguarding & Health Management team and also the Children's Services management Team.

## ROLE PROFILE

<b>ROLE TITLE:</b>	<b>Business Support Manager – Children’s Services</b>
<b>POST ID:</b>	<b>SRS204</b>
<b>GRADE:</b>	BAND G SCP 29 to SCP 33 (£25,694 to £29,323per annum)
<b>HOURS:</b>	37 Per Week
<b>LOCATION:</b>	Usk:- which may change in the future if the service location within Monmouthshire needs to relocate. Relocation or disturbance expenses will not be paid if this happens.

### **RESPONSIBLE TO: Service Manager**

Business Support Team.....**Who are we?**

### **Our Purpose:-**

“We are the team that provides Business Support Services to the whole of the team within Children’s Services. We are a highly skilled responsive team that can adapt flexibly to the changing demands of Social Care within Children’s Services.

### **The Purpose of this Role:-**

The core purpose of this post is to manage the Business Support team to ensure the Children’s Services department receive a professional and effective Business Support service. To support the Management Team with all resource requirements and workforce planning.

### **Expectation and Outcomes of this Role:-**

You would be expected to ensure your whole team understand the importance of their roles and how they fit into the core purpose of Children’s Services as well as how their individual contribution supports the council’s objectives and outcomes for our customers.

You will demonstrate visible and effective leadership and communication to the individuals within your team and ensure you empower them to respond flexibly and meet the needs of the individual teams they support. You will promote a strong focus on performance at both individual and team level and ensure that staff are clear about what is expected of them, their priorities and service standards. You will use flexible working arrangements to maximise available resources and support staff to improve, innovate and share best practice. Finally you will encourage and enable

your team to standardise, simplify and share working practices and resources with a focus on delivering better customer outcomes and reducing costs.

You will play in key role with all workforce planning requirements of the service.

**Your responsibilities are to:-**

1. To develop and be responsible for the implementation and smooth running of all systems and processes relevant to correspondence and enquiries within the department/section. You would be expected to develop departmental specific knowledge regarding administration and IT tasks within the service.
2. In agreement with the Head of Children's Services, you will supervise and line manage all Business Support staff within Children's Services, undertaking 1:1s, appraisals, holiday and sickness management, workflow planning/monitoring, recruitment, training/ coaching and performance improvement plans and performance management processes in line with policy as required.
3. To support the whole management team with recruitment in particular the social worker and support worker recruitment, attraction and sourcing, liaison with external advertisers, placing adverts, arranging interviews and to promote Monmouthshire County Council as an employer of choice.
4. To play a key role within the Management Team of Children's Services in the smooth running of the service from a Business Management and Resource Perspective.
5. To ensure that all new starter checks are conducted in line with Safer recruitment procedures and policies including proof or right to work, qualification verification, DBS checking/monitoring, SCW registration where appropriate, IT system access and reference monitoring.
6. To deliver a dedicated Children's Service and IT induction training programme to new starters on their first day and amend where appropriate to reflect any system and process enhancements.
7. Responsibility for organising, developing, training/ coaching all staff across the Children's Services department in relation to administrative processes and IT systems relevant to their individual role.
8. To keep a record of staff DBSs, when expiring and to arrange completion of new DBSs when needed, to check, process and monitor in a timely manner.
9. To ensure that all administrators are compiling and collating data accurately and to a high standard, complex documents e.g. letters, reports, memos, statutory and legal documentation using Microsoft Office/departmental software consistently across all

administrative areas of Children's Services. The post holder will be expected to work to strict deadlines and uphold a high standard of presentation.

10. To promote the delivery of a consistent and effective customer service to the teams and members of the public and ensuring that the "duty phone" is always manned within Service opening hours.
11. Project Management. When required, working within dedicated project teams and Team Managers, assisting in the development of business administration processes, and efficient, timely workflow and successful outcome in line with the aims and objectives of the project and service.
12. To have delegated responsibility for budget monitoring and undertaking appropriate validation processes and reporting discrepancies.
13. Financial management – to receive and make payments, authorise invoices, process financial information, oversee petty cash and usage, monthly reconciling and to enhance processes when needed.
14. Oversee the effective co-ordination of planned, adhoc and emergency meetings and minute taking across Children's Services to ensure agendas and any specific administration and legal work is processed timely and accurately.
15. To attend operational team meetings, developing and maintaining positive and collaborative relationships with Team Managers, internal departments and external organisations, identifying areas and making recommendations of internal business processes for improvement.
16. To ensure that service access and insurance requests are processed within legislative deadlines, planning, delegating related work and liaising with internal departments as necessary.
17. Overseeing/undertaking travel and hotels bookings, purchasing of goods and products and using dedicated IT systems.
18. To take responsibility for the collation of Children's Service's data and data cleansing to enable accurate reporting on performance indicators and other data requirements as necessary in line with data protection regulations.
19. To prepare reports or arrange for the preparation of reports and other important documents/data for presentation in a professional format.
20. To adopt a "can do" attitude to queries or problems, carrying out appropriate research and trouble-shooting activities in order to successfully resolve.
21. The post holder will support the Head of Service with requested administrative tasks as required from time to time and will be expected to assist the service in meeting its obligations and priorities.

22. To attend training that would be appropriate to the development of the post holder and identify/implement/arrange industry specific training for team members.
23. To maintain confidentiality at all times so that personal information is handled appropriately.
24. To be responsible for safe working practices for self and others, in accordance with the authority's policy statement on Health and Safety at Work.
25. Ad hoc projects, duties, tasks from time to time in line with role overview and service requirements.

**What else you need to know.....Monmouthshire Values are:**

Openness: We aspire to be open and honest to develop trusting relationships.

Fairness: We aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.

Flexibility: We aspire to be flexible in our thinking and action to become an effective and efficient organisation.

Teamwork: We aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

And this role, will work with Monmouthshire to achieve these.

**WELSH LANGUAGE ASSESSMENT:**

(c) Welsh language skills are desirable;

**In addition:**

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

The authority operates a Smoke Free Workplace Policy which all employees are required to abide to.

## Person Specification

**JOB TITLE:** Business Support Manager

**AREA:** Children's Social Services

**How will we know if you are the right person for the role? As the successful candidate you will have demonstrated:-**

REQUIREMENTS	HOW TESTED	WEIGHTING HIGH/MEDIUM/LOW
1. EDUCATION/QUALIFICATION/ KNOWLEDGE		
1.1 A high degree of IT literacy and capability	Application Form Test	High
1.2 The possession of the European Computer Driving License (ECDL)	Application Form	Medium
1.3 The ability to use the full range of Microsoft Office applications	Application Form Test	High
1.4 Must possess GCSE English or equivalent level of literacy	Application Form	High
4.3 Good Knowledge of up to date Employment Law within the Social Care Profession.	Application Form Interview	High
2. EXPERIENCE		
2.1 Relevant experience of working in a Children's Services administrative environment.	Application Form Interview	Medium
2.2 Experience of organising and facilitating meetings including minute taking and experience of organising own and others workload.	Application Form Interview	High
2.3 Experience of working to strict deadlines	Application Form Interview	High
2.4 Experience of working in the specialist recruitment field of Social Care.	Application Form	High
2.4 Experience of developing and maintaining administrative and data systems	Application Form Interview	High



2.5 Experience of Managing People		
2.6 Experience of Leading / coaching/ motivating staff	Application Form Interview	High
3. COMMUNICATION AND INTERPERSONAL SKILLS		
3.1 Must possess high level oral and written communication skills.	Application Form Interview	High
3.2 Must have the ability to communicate clearly with a range of individuals and organisations.	Interview	High
3.3 Must have the ability to build strong working relationships with internal and external contacts.	Interview	High
3.4 High level of tact, diplomacy and a good understanding of the requirement of confidentiality.	Interview	High
4. PERSONAL ATTRIBUTES		
4.1 A professional approach to dealing with enquiries from internal and external contacts	Interview	High
4.2 The ability to develop and maintain systems and produce documents to a professional standard.	Application Form Interview	High
4.4 Demonstrate commitment to the improvement and development of own performance and a commitment to developing new skills.	Application Form Interview	High
4.5 Able to demonstrate high level organisational skills and the ability to coordinate work and keep to strict deadlines.	Application Form Interview	High
4.6 The ability to work effectively as part of a team or autonomously and the ability to use one's own initiative.	Interview	High
4.7 The ability to organise own work and that of others.	Interview	High
4.8 The ability to adopt a flexible and problem solving approach to the work area.	Application Form Interview	High
5. EQUAL OPPORTUNITIES		
5.1 Willing to abide by the Council's Equal Opportunities Policy, including undertaking appropriate equality awareness training.	Interview	High