

Business Change Mandate (Including Budget Mandates) Proposal Number: B02
Title: Rationalise Business Support Teams

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

| | |
|-----------------------------|-------------------------|
| Mandate Completed by | <i>Tracey Harry</i> |
| Date | <i>2 September 2015</i> |

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|--|
| How much savings will it generate and over what period? |
| 50k in 16/17 recurring |
| Directorate & Service Area responsible |
| Whole authority |
| Mandate lead(s) |
| Tracey Harry |

| | |
|--|--------------|
| Final mandate approved by Cabinet | Date: |
|--|--------------|

1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

| |
|---|
| What is the issue that the proposal is seeking to address? |
| To examine the directorate business support/admin across the organisation in order to identify possible opportunities for rationalisation, including examination of spans of control, structures and capacity. |
| What evidence have you got that this needs to be addressed? |
| It has been noted amongst managers that we have never reviewed the whole organisation's business support/administrative function. Given the reduction in resources that have taken place operationally this is an opportunity to examine the impact that has had on business support teams. |
| How will this proposal address this issue |
| It will potentially identify opportunities for redesigning arrangements to best support operational teams in an ever changing environment. |
| What will it look like when you have implemented the proposal |
| The Business support function across the organisation will have the appropriate skills, knowledge and structure to deal with the demands and individual needs of services. |
| Expected positive impacts |
| Our aim is to deliver both financial and operational benefits to individual services. |
| Expected negative impacts |
| Managers will need to become more self sufficient and embrace the benefits of the available technology within the organisations. |

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

| What savings and efficiencies are expected to be achieved? | | | | | | | | |
|--|-----------------------|-------------------------|--|-------------|-------|-------|-------|------------------------|
| Service area | Current Budget £ | Proposed Cash Savings £ | Proposed non cash efficiencies – non £ | Target year | | | | Total Savings proposed |
| | | | | 16/17 | 17/18 | 18/19 | 19/20 | |
| Whole organisation | Tbc(awaiting finance) | 50k | Improved operational and management efficiency | 50k | | | | |
| | | | | | | | | |
| | | | | | | | | |

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

| Options | Reason why Option was not progressed | Decision Maker |
|---|--|----------------|
| Do nothing | No resource available to review the whole business support/admin function across the organisation. Due to the service complexities it is impossible to use a blanket approach to support provided. | |
| Outsource business support or collaborate with another LA | Given the complexities around of the range of current support arrangements would there be an independent provider. | |

4. Consultation

| Have you undertaken any initial consultation on the idea(s)? | | |
|--|--------------------------|------|
| Name | Organisation/ department | Date |
| | | |

| Has the specific budget mandate been consulted on? | | |
|--|--|------------------------------|
| Function | Date | Details of any changes made? |
| Department Management Team | | |
| Other Service Contributing to / impacted | | |
| Senior leadership team | August 2015 | |
| Select Committee | 22 nd October 2015 | None |
| Public or other stakeholders | 8 th October – 30 th November 2015 | none |
| Cabinet (sign off to proceed) | Meeting scheduled for the 6 th January 2016 | |
| Staff | Commences on 28 th September via staff conference | |

| Will any further consultation be needed? | | |
|---|--------------------------|---------|
| Name | Organisation/ department | Date |
| Ongoing consultation with all affected groups | Whole organisation | ongoing |

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

| Action | Officer/ Service responsible | Timescale |
|---|--|---|
| Identify the current directorate support/admin support arrangements currently operating across directorates | Tracey Harry /all services /finance | completed |
| Identify any disparities in capacity/ spans of control and structures | Managers involved in reviewing business support in their service areas | completed |
| Identify areas where anomalies or operational opportunities exist | Desk top exercise identified admin and business support across organisation. Liaised with managers where business support has not been reviewed to look for opportunities to rationalise or deliver more effectively | ongoing £27 k identified through removal of a vacant post and reduction in business support capacity through realignment of structure removal of excess capacity |
| | | |

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

| Any additional investment required | Where will the investment come from | Any other resource/ business need (non-financial) |
|--|-------------------------------------|---|
| None identified at this point. But there may be investment in ICT that is identified in order to improve operational efficiency. | | |

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

| Focus- Budget / Process / Staff / Customer | Indicator | Actual 2016/17 | Actual 2017/18 | Actual 2018/19 | Actual 2019/20 | Target 2016/17 | Target 2017/18 | Target 2018/19 | Target 2019/20 |
|--|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| budget | Saving of 50k | 50k | | | | | | | |
| | | | | | | | | | |

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

| Barrier or Risk | Strategic/ Operational | Reason why identified (evidence) | Risk Assessment | | | Mitigating Actions | Post mitigation risk level |
|--|------------------------|--|-----------------|---------------------------------|---------------|--------------------|----------------------------|
| | | | Likelihood | Impact | Overall Level | | |
| Positive engagement from services in the review. | | | | | | | |
| IT functionality | | | | | | | |
| Management resistance | | | | | | | |
| Business support already been reviewed | | Directorates have already included business support arrangement as part of previous budget round savings | very | Savings target wont be achieved | | none | |

9. Assumptions

Describe any assumptions made that underpin the justification for the option.

| Assumption | Reason why assumption is being made (evidence) | Decision Maker |
|--|---|----------------|
| That there are opportunities to make efficiencies in operational business support. | Because we have never carried out a review and there are significant differences business support structures across the organisation. | |

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

| Planned Evaluation Date | Who will complete the evaluation? |
|---------------------------------|--|
| Quarterly until fully achieved. | Tracery Harry in conjunction with managers |



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)






| | |
|--|---|
| <p>Name of the Officer Tracey Harry</p> <p>Phone no:07796610435 E-mail:</p> | <p>Please give a brief description of the aims of the proposal</p> <p>B2 – Rationalise Business Support Teams</p> |
| <p>Name of Service</p> <p>CEX</p> | <p>Date Future Generations Evaluation form completed</p> <p>7th September2015</p> |

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 | How does the proposal contribute to this goal? (positive and negative) | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|--|
| <p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p> | <p>Maximises the use of our business support capacity across the organisation by identifying and addressing inefficiencies in structures, practice, skills and knowledge</p> | <p>Through obtaining a clear and thorough understanding of the business support needs of the organization</p> <p>Full involvement of managers and staff in the review.</p> |
| <p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> | <p>N/A</p> | |

| Well Being Goal | How does the proposal contribute to this goal? (positive and negative) | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|--|
| A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood | Potentially provide uncertainty to business support teams. | Involvement of all concerned throughout a clear and transparent process. |
| A Wales of cohesive communities Communities are attractive, viable, safe and well connected | N/A | |
| A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing | By providing streamlined, efficient business support will positively impact on Monmouthshire citizens. | Consider all feedback including customer comments and complaints. |
| A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | N/A | |
| A more equal Wales People can fulfil their potential no matter what their background or circumstances | Equal opportunities principles will be applied throughout the review and change processes. | |

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

| Sustainable Development Principle | How does your proposal demonstrate you have met this principle? | What has been done to better to meet this principle? |
|---|--|--|
|  <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p> | <p>The review is based on ensuring that the business support function is fit for purpose in the medium and long term</p> | |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p> | <p>Learning from teams across the organisation to maximize benefits of sharing experience and knowledge and best practice. Streamlining systems and processes.</p> | |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p> | <p>See budget mandate for consultation with key stakeholders</p> | |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p> | <p>Aim of review is to ensure resources are used efficiently and effectively whilst improving the business support service.</p> | |
|  <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p> | <p>Better service delivered to citizens. Use of technology maximized and efficiency improved.</p> | |

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.

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|----------------------------------|--|--|--|
| Age | No | | |
| Disability | No | | |
| Gender reassignment | No | | |
| Marriage or civil partnership | No | | |
| Race | No | | |
| Religion or Belief | No | | |
| Sex | No | | |
| Sexual Orientation | No | | |
| Welsh Language | no. | | |

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 note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

| | Describe any positive impacts your proposal has on safeguarding and corporate parenting | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|--|---|
| Safeguarding | One of the principles on which the review is based is to ensure that all safeguarding and corporate parenting issues are fundamental to all considerations. | | |
| Corporate Parenting | | | |

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

No evidence that a whole authority business support review has been undertaken. Previous business support reviews have been done in silos.

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?

This section should give the key issues arising from the evaluation which will be included in the Committee report template.

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

| What are you going to do | When are you going to do it? | Who is responsible | Progress |
|--------------------------|------------------------------|--------------------|----------|
| | | | |
| | | | |
| | | | |

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.

| | |
|---|---|
| The impacts of this proposal will be evaluated on: | In line with the project plan. Final evaluation following year one of implementation. |
|---|---|