



Business Services - Summary

Service Review

2012/13

Service Name: Business Services

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This document can be made available in a range of languages, on tape, in Braille, large print and in other formats.

For further information please contact 01803 207227.

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Introduction:

Business Services is made up of 6 distinct teams:

- **Business Change** - Supports the development and delivery of the organisation's key change projects and programmes, including associated HR/organisational changes, service restructures and workforce planning, to improve service efficiency and achieve savings across the Council. Key projects supported include the Children's Partnership Improvement Plan/Programme (CPIP), Office Rationalisation Project (ORP), Customer Access Improvement Project (CAIP) and other organisational changes (large and small).
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- **Civica** - Supports over a dozen major council departments (in partnership with ICT) in the development and operation of the corporate Civica suite of systems (including Electronic Document Management and Workflow) and other systems (telephony) to provide more streamlined, productive and automated processes, improved customer-service and less paper records. Again this supports the council's main aims of achieving savings
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- **Human Resources** - Corporate policy development, management and administration of the central recruitment budget, Occupational Health.
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- **Payroll** - Provision of salaries and wages/payroll services, pensions administration, workforce information and training.
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- **Policy, Performance & Review** - To develop a comprehensive evidence base to enable the Council and key partners to understand the needs of Torbay Communities, from which the Community and Corporate Plans are developed
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- **Overview & Scrutiny** - The delivery of effective support to the scrutiny of the Councils decisions or actions. To support policy development and performance monitoring.

For most purposes however they can be regarded as being joined into groups i.e.

- Human Resources inc. Payroll
- Policy, Performance & Review
- Overview & Scrutiny
- Business Change inc. Civica Team
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Budget:

Business Unit Total Budget	2011/12 Budget £'000	2012/13 Budget £'000
Business Services	1,934	1,399

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Staff:

Department Totals	FTE 2012/13
Payroll Team	8.00
Human Resources	10.20
Policy Performance & Review	10.60
Overview & Scrutiny	2.00
Business Change	6.60
CIVICA	5.00
Executive Management	1.80

Business Change:

What is provided?	<ul style="list-style-type: none"> • Corporate change project/programme management • HR/organisational change management & workforce planning • Civica Team – Process redesign, system automation & integration, system support, electronic scanning of paper records
Why is it provided?	<ul style="list-style-type: none"> • Supports the development and delivery of the council's key change projects/programmes, including HR/organisational changes. • Supporting the planning and delivery HR/organisational change through HR Change Leads - Working with colleagues in operational HR/Payroll to assist in managing the process of organisational change, to improve service delivery and achieve organisational savings. This includes working with service areas in the analysis and design of workforce planning, assisting with service restructures, advising on the implementation and impact of the people aspects of organisational change and supporting the council in its overall approach to managing its establishment (including issues to do with recruitment, redeployment and redundancies). • Supporting (through 3 FTEs) the council's corporate Customer Relationship Management (CRM) system Contact Manager (Civica), which is one of the council's key databases for collecting, processing and responding to customer enquiries for information and services.
Who uses the services / what is the demand?	<p>Internal:</p> <ul style="list-style-type: none"> ▪ Colleagues in other business units ▪ Executive Heads ▪ Senior Leadership Team ▪ The Mayor & Councillors ▪ Unions <p>External:</p> <ul style="list-style-type: none"> ▪ Partners inc. Torbay Care Trust, Schools ▪ External consultants, suppliers, developers and contractors

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How much does it cost to provide?	Please see pg 2 above for Business Services budget & FTE allocation.
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Overview & Scrutiny:

What is provided?	<ul style="list-style-type: none"> • Planning and management of overview and scrutiny reviews • Facilitating review panels and briefing meetings and preparing question plans and briefing notes • Undertaking research and consultation (normally qualitative rather than quantitative) • Compiling and publishing agendas, reports and minutes
Why is it provided?	<p>This is a statutory function:</p> <p><u>Local Government Act 2000 (Section 21)</u> The Council must appoint an overview and scrutiny committee and that committee must have the power to:</p> <ul style="list-style-type: none"> (a) review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the executive, (b) make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are the responsibility of the executive, (c) make reports or recommendations to the authority or the executive on matters which affect the authority's area or the inhabitants of that area. (d) review and scrutinise matters relating to the health service in the authority's area, and to make reports and recommendations on such matters in accordance with the regulations¹. <p>The power of an overview and scrutiny committee under (a) to review or scrutinise a decision made but not implemented includes power to recommend that the decision be reconsidered by the person who made it, or to arrange for its function under (a), so far as it relates to the decision, to be exercised by the authority (i.e. refer the decision to a meeting of the Council to be scrutinised). This is the “call-in” function.</p> <p><u>Local Government Act 2000 (Section 21ZA)</u> The Council must appoint a statutory scrutiny officer with the following functions:</p> <ul style="list-style-type: none"> (a) to promote the role of the authority's overview and scrutiny committee, (b) to provide support to the authority's overview and scrutiny committee and the

¹ Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions) Regulations 2002 (as amended by SI 2004/696, section 46)

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	<p>members of that committee,</p> <p>(c) to provide support and guidance to:</p> <ul style="list-style-type: none"> (i) members of the authority, (ii) members of the executive of the authority, and (iii) officers of the authority <p>in relation to the functions of the authority’s overview and scrutiny committee.</p>
<p>Who uses the services / what is the demand?</p>	<p>Internal:</p> <ul style="list-style-type: none"> ▪ Elected Mayor ▪ All Councillors ▪ Chief Executive and Directors ▪ Executive Heads <p>External:</p> <ul style="list-style-type: none"> ▪ Local NHS Trusts, Clinical Commissioning Groups and Strategic Health Authority ▪ Council Partners and Partnerships (including but not limited to Devon and Cornwall Police Authority and Shadow Health and Wellbeing Board) ▪ Partner Authorities listed in Section 104 of the Local Government and Involvement in Health Act 2007 (including but not limited to Chief Officer of Police, Probation Board, Environment Agency and Health and Safety Executive) <p>The amount of work undertaken by the Overview and Scrutiny Team is determined by members of the Council.</p>
<p>How much does it cost to provide?</p>	<p>Please see pg 2 above for Business Services budget & FTE allocation.</p>

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Policy, Performance & Review Team:

<p>What is provided?</p>	<p>Policy, Performance & Review – This service includes the following functions / areas of activity:</p> <ul style="list-style-type: none"> ● Consultation and Equalities – Setting a framework for consultation and equalities, ensuring a robust process with regards to both to reduce the risk of successful legal challenges. Consulting on corporate issues such as the budget and carrying out consultation activity on behalf of all departments across the council. Maintaining the council’s ViewPoint Panel. Ensure the council complies with its duties under the Equality Act and supports all departments in carrying impact assessments. ● Performance and Policy Development – Supporting and developing the council’s performance management framework. Producing the monthly Overview and Monitoring Report, supporting the development and monitoring of performance indicators and projects including the maintenance and support for spar.net. Supporting the development of corporate policy, cascading throughout the council and providing advice and guidance to all business units i.e. business plans / service reviews. ● Statutory Data Returns and Statistics – Completing statutory data returns on behalf of children’s services and Human Resources (HR). Analysis of a wide range of local data including children’s attainment, the council’s workforce and national data such as mid-year population estimates, census data, deprivation data. Evidence / intelligence provided supports the planning and targeting of services across the council. ● Support to Strategic Partnerships – Support provided to all strategic partnerships including the Torbay Strategic Partnership (TSP), i-Bay (intelligence officers and analysts) and the Torbay Together Involvement Group (engagement)
<p>Why is it provided?</p>	<ul style="list-style-type: none"> ● To ensure that the council’s approach to consultation and assessment of equality impact is robust and meets key principles to lessen the risk of successful legal challenge. ● Support departments in the initial stages of consultation activity and advise on design, question wording. ● Design consultations, specifically questionnaires, both online and on paper ● Take receipt of responses and process through scanning and verification of returned forms. ● Analysis responses from consultation and report back to client department. ● Maintain the Council’s Viewpoint panel for purposes of corporate consultation activity ● To develop, publish and monitor equalities objectives in line with the statutory duty. ● To publish Equalities Information in line with the statutory duty ● To advise all council departments on their obligations to carry out impact assessments ● To develop and cascade corporate equalities policy and support the

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development of projects which ensures the council meets its obligations under the Equality Act 2010.

- Developing and cascading corporate performance frameworks for the council such as Balanced Scorecards, including supporting and advising business units.
- Driving improvement across the organisation through the production of regular performance data and reports to demonstrate progress against key projects and targets.
- Supporting arms length organisation (TDA / TOR2) in the performance management of contract arrangements.
- Drive the development of corporate policy and strategy across the council as delegated by SLT (i.e. service reviews / business plans)
- To support inspection processes across the council as and when they occur (i.e benefits inspection and Children’s Safeguarding inspection)
- Developing and maintaining the spar.net system (performance management system)
- To provide advice and guidance to schools and early years providers on the census returns.
- To collate, verify and moderate school and early years census data to ensure accuracy. Upload data to DfE for allocation of dedicated schools grant.
- Analyse and provide data to children’s service finance team to enable the effective and accurate distribution of funding (pupil premium etc)
- Analyse data on pupil achievement from early years foundation stage to GCSE to support target setting and resource allocation.
- To provide SLT with data on the council’s workforce.
- To complete national monthly and annual data returns relating to the council’s workforce.
- Respond to relevant FOI requests
- Analyse data from national sources such as Mid Year estimates, Census and Indices of multiple deprivation to inform decision making and service deliver.
- Support the development of the Joint Strategic Needs Assessment.

Statutes	Example of Requirements
Equality Act 2010	<ul style="list-style-type: none"> ▪ General Equality Duty to <ul style="list-style-type: none"> - Eliminate unlawful discrimination - Advance equality of opportunity - Foster good relations ▪ Compliance with Public Sector Equality Duty to publish information showing compliance with the Equality Duty and to publish Equality Objectives.
Local Government Act 1999 Section 3	<ul style="list-style-type: none"> ▪ Best Value Duty - Requires authorities to secure continuous improvement in exercising functions, having regard to a combination of economy, efficiency & effectiveness.

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Local Government Act 1999 Section 3A	<ul style="list-style-type: none"> ▪ Statutory Guidance: Creating Strong, Safe & Prosperous Communities - section 2. The duty seeks to ensure people have greater opportunities to have their say. ▪ It encourages authorities and their partners to embed a culture of engagement and empowerment and change into their daily activities, and consider, as a matter of course, the possibilities for provision of information to, consultation with and involvement of representatives of local persons across all authority functions.
Data Protection Act	<ul style="list-style-type: none"> ▪ Sets out responsibilities and obligations in respect of data protection
Freedom of Information Act 2000	<ul style="list-style-type: none"> ▪ Sets out the legal obligations to provide information through an approved publication scheme and in response to requests
Best Value Statutory Guidance: Duty to Consult 2011	<ul style="list-style-type: none"> ▪ Duty to consult representatives from a wide range of local people - this is not optional. ▪ Applies to all stages of commissioning cycle, including when considering the decommissioning of services. ▪ Grant funding, any other fixed term contract and any other support to a voluntary / community organisation should give at least 3 months notice of the actual reduction to both the organisation and the public / service users. ▪ Provision of a facility to enable the organisation, service users and the wider community to feedback and put forward options on how to re-shape services.
Childcare Act 2006	<ul style="list-style-type: none"> ▪ Annual collection of setting and pupil level data, returned to the DfE used to calculate LA Single Funding Formula
Education Act 2005 (amended 2011)	<ul style="list-style-type: none"> ▪ Termly collection of pupil data from maintained settings, in accordance with the Common Basic Dataset, returned to the DfE: used in calculating DSG, Pupil Premium, LA calculation of Torbay's school funding formula, used to monitor government policies and their effectiveness, KS2 Pupil Registration

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		<ul style="list-style-type: none"> ▪ Annual collection of staff data: teachers threshold funding & DfE policy monitoring ▪ Statutory Attainment Data direct/indirect collection: contributes to pupil led funding, LA funding formula and funding grants
<p>Who uses the services / what is the demand?</p>	<ul style="list-style-type: none"> • Budget consultation between August to January (paper and online questionnaires, web-based budget simulator, public meetings) • In 2011/12 supported 55 consultations from initial development through to data analysis and report write up. • From those 55 consultations, a total of 7,794 responses were received and analysed • Maintaining the Viewpoint panel (1000 members) and producing 2 surveys a year • To respond to national policy and statute on equalities, provide advice and guidance and publish information on an annual basis. • Support the development of all equality impact assessments throughout the budget setting process as well as departmental impact assessments. • Publish equality objectives every 4 years with an annual review as part of the equalities information which needs to be published annually. • Responding to ad-hoc requests and FOIs in relation to equalities (approx. 1 a week) • A monthly, quarterly & annual Overview and Monitoring report outlining key achievements • 3 School census returns (all schools) to inform funding allocation – Spring Census in January, Summer Census in May and Autumn Census in October. • 1 School and Local Authority workforce census (November) • 1 Early Years Census in January (1,200 3 and 4 year olds) to inform funding allocation. • Data provision for schools finance team from January Census • 43 Schools (including Pupil Referral Unit, 32 maintained settings and 10 Academies) • 18,494 of children on school roll (data needs to be verified for all) • Monthly requests for information from schools and children’s services • HR data returns – local and national • Monthly workforce data for SLT and SLB • Approx 30 HR FOI requests a year • Analysis of mid-year population data – annually in June • Analysis of Census data releases – throughout 2012/13 • Analysis of Indices of Multiple Deprivation data – every 3 years regular, although requests for information are requested on a regular basis. • Ad-hoc requests for data analysis and statistics with regards to Torbay demographics, economy etc approx 1 a week. • Provide data and analysis for the Joint Strategic Needs Assessment (annually). 	

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	<p>Who uses the service:</p> <p>Internal:</p> <ul style="list-style-type: none"> ▪ Other Business Units ▪ Executive Heads ▪ Senior Leadership Team ▪ The Mayor & Councillors ▪ Overview & Scrutiny Board <p>External:</p> <ul style="list-style-type: none"> ▪ Local community ▪ Schools ▪ Partners inc. Torbay Care Trust. ▪ Viewpoint Panel ▪ Regional bodies such as South West Observatory, Equalities South West ▪ National government departments/bodies inc. DCLG, Equality and Human Rights Commission
<p>How much does it cost to provide?</p>	<p>Please see pg 2 above for Business Services budget & FTE allocation.</p>

Human Resources:

<p>What is provided?</p>	<p>Provision of a Human Resources service to the Council, Schools and partner organisations such as TEDC and ERTC. The Human Resources Team provides comprehensive professional advice on a wide range of Employee Relations and Performance Management issues which include: Capability, Disciplinary, Grievance, Re-Organisation, Redundancy, TUPE, Managing Attendance, Pay and Grading, Job Evaluation & Equal Pay.</p> <p>The Human Resources Service to Schools provides a professional Human Resource services to 39 schools across Torbay, current split as follows:</p> <p>Maintained Schools</p> <ul style="list-style-type: none"> • 24 Primary Schools • 4 Secondary Schools • 3 Special Schools <p>Academies</p> <ul style="list-style-type: none"> • 5 Primary Schools • 3 Secondary Schools <p>Human Resources Corporate Policy Development, ensuring compliance with Employment Law. Ensuring that the Councils Human Resources policy strategy is fully compliant with Employment Legislation, Human Resource best practice and</p>
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corporate priorities.

Management of external contracts for Criminal Bureau, Agency, Occupational Health, and Recruitment Services.

Training – Development of corporate training program to support council aims and objectives. Management of Corporate Training budget to ensure best value, commissioning training providers to deliver services.

Payroll - Provision of a payroll service to both internal and partner clients, 58,800 payslips generated per annum, ensuring payments are made on time and in accordance with conditions of service, regulations, legislation and policies. Provision of accurate workforce information data to business units and external clients.

Pension – The provision of statutory/non statutory Pensions administration of the Local Government Pension Scheme (LGPS) and Teachers Pensions Scheme (TPS), ensuring compliance with Pension Scheme regulations.

Why is it provided?

Statutes	Example of Requirements
Equality Act 2010	General Equality duty to <ul style="list-style-type: none"> ▪ Eliminate unlawful discrimination ▪ Advance equality of opportunity ▪ Foster good relations ▪
LGPS Regulations 1997/1612 LGPS (Benefits, membership and Contributions) Regulations 2007/1166 LGPS (Transitional Provisions) Regulations 2008/238 LGPS (Administration) Regulations 2008/239 LGPS (Management and Investment of Funds) Regulations 2009/3093	Provides a statutory framework as a public service pension scheme
Pensions Acts 1908 to 2012	Provides statutory framework for government pension scheme
Data Protection Act	Sets out responsibilities and obligations in respect of data protection
Freedom of Information Act 2000	Sets out the legal obligations to provide information through an approved publication scheme and in response to requests
Health and Safety Legislation	Sets out duties of Authority (Human Resources) in response to bullying and harassment at work

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	Public Interest Disclosure Act 1998	Sets out duties of Authority (Human Resources) in response to whistle blowing
	Income Tax (Earnings and Pensions) Act 2003 (ITEPA)	Statutory legislation relating to income from employment, pensions and social security.
	The Education (Student Loans) (Repayment) Regulations 2009	Statutory regulations governing the repayment of student loans.
	The Redundancy Payments Statutory Compensation Regulations 1965	Statutory regulations governing redundancy payments
	National Minimum Wage Act 1998	Statutory Legislation governing the payment of NMW
	Attachment of Earnings Act 1971	Statutory legislation governing attachment of earnings
	National Conditions of Service	National agreements on pay and conditions of service for local government/teaching staff
Who uses the services / what is the demand?	<p>Internal:</p> <ul style="list-style-type: none"> ▪ Other Business Units ▪ Executive Heads ▪ Senior Leadership Team ▪ The Mayor & Councillors ▪ Overview & Scrutiny Board ▪ Torbay Council employees ▪ Torbay schools <p>External:</p> <ul style="list-style-type: none"> ▪ Local community ▪ Partners inc. Torbay Care Trust, Schools ▪ Viewpoint Panel ▪ Regional bodies such as South West Observatory, Equalities South West ▪ National government departments/bodies inc. DCLG, Equality and Human Rights Commission ▪ External HR/Payroll customers – e.g. Academies, MIND & EDC ▪ HMRC ▪ Teachers Pension Service ▪ Local Government Pension Service ▪ Dept for Work & Pensions ▪ Courts Service <p>Pensions <u>Administration Service to:</u> All Torbay Schools approx. 45 including Academies Core Council Employees – 1373 Headcount March 31st 2012. ERTC and TEDC</p>	

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	<p>Payroll 58800 payslips generated /annum. Approx £97 million paid in gross pay</p> <p>Hunan Resources: 39 Schools including academies Core Council Employees – 1373</p>
<p>How much does it cost to provide?</p>	<p>Please see pg 2 above for Business Services budget & FTE allocation.</p>

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