AGENDA ITEM

REPORT TO CABINET

16 DECEMBER 2010

REPORT OF CORPORATE MANAGEMENT TEAM

CABINET DECISION

Corporate Management and Finance - Lead Cabinet Member – Councillor Laing

GATEWAY REVIEW OF ADMINISTRATION, PA SUPPORT, BUSINESS SUPPORT AND PERFORMANCE MANAGEMENT

1.   Summary

The Gateway review of Administration, PA Support, Business Support and Performance Management ("The Admin Review") is being undertaken to identify whether there are ways in which these "back-office" functions can be carried out more effectively across the organisation. The review, which is under the scrutiny of the Housing and Community Safety Select Committee, has identified a set of preferred options and the review team are now working on a detailed set of recommendations for each of the options with the aim of presenting final recommendations to Committee on 13th January 2011 and to Cabinet on February 17th. The preferred options have been designed to deliver the target of £1.3million (15%) annual cost savings.

2.   Recommendations

That Cabinet note the progress of the review prior to receiving final recommendations on 17th February 2011.

3.   Reasons for the Recommendations/Decision(s)

To produce efficiencies and improvement in the delivery of the administrative, PA support, business support and performance management functions across the Council.

4.   Members' Interests

Members (including co-opted Members with voting rights) should consider whether they have a personal interest in the item as defined in the Council's code of conduct (**paragraph 8**) and, if so, declare the existence and nature of that interest in accordance with paragraph 9 of the code.

Where a Member regards him/herself as having a personal interest in the item, he/she must then consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest (**paragraphs 10 and 11 of the code of conduct**).

A Member with a prejudicial interest in any matter must withdraw from the room where the meeting considering the business is being held -

- in a case where the Member is attending a meeting (including a meeting of a select committee) but only for the purpose of making representations, answering questions or giving evidence, provided the public are also allowed to attend the meeting for the same purpose whether under statutory right or otherwise, immediately after making representations, answering questions or giving evidence as the case may be;

- in any other case, whenever it becomes apparent that the business is being considered at the meeting;

and must not exercise executive functions in relation to the matter and not seek improperly to influence the decision about the matter (**paragraph 12 of the Code**).

Further to the above, it should be noted that any Member attending a meeting of Cabinet, Select Committee etc; whether or not they are a Member of the Cabinet or Select Committee concerned, must declare any personal interest which they have in the business being considered at the meeting (unless the interest arises solely from the Member's membership of, or position of control or management on any other body to which the Member was appointed or nominated by the Council, or on any other body exercising functions of a public nature, when the interest only needs to be declared if and when the Member speaks on the matter), and if their interest is prejudicial, they must also leave the meeting room, subject to and in accordance with the provisions referred to above.

CABINET DECISION

GATEWAY REVIEW OF ADMINISTRATION, PA SUPPORT, BUSINESS SUPPORT AND PERFORMANCE MANAGEMENT

SUMMARY

The Gateway review of Administration, PA Support, Business Support and Performance Management ("The Admin Review") is being undertaken to identify whether there are ways in which these "back-office" functions can be carried out more effectively across the organisation. The review, which is under the scrutiny of the Housing and Community Safety Select Committee, has identified a set of preferred options and the review team are now working on a detailed set of recommendations for each of the preferred options with the aim of presenting final recommendations to Committee on 13th January 2011 and to Cabinet on February 17th. The preferred options have been designed to deliver the target of £1.3million (15%) annual cost savings.

RECOMMENDATIONS

That Cabinet note the progress of the review prior to receiving final recommendations on 17th February 2011.

DETAIL

1. The Admin Review is looking at the delivery of the following functions across the Council:

    - General Administration
    - PA Support
    - Technical Administration
    - Business Support and Performance Management

    The definition of each of these 4 strands of the review is provided in appendix 1 to this report. The review has identified 420.5 permanent FTEs who work in roles primarily involved in these functions. The review excludes a number of temporary posts and some posts currently covered by other reviews. The total annual salary cost of the identified staff is approximately £9million.

2. The review has considered a range of options for delivery of these back office functions and at a meeting of the Committee on 18th November agreed a preferred way forward for each of the 4 strands of the review. The review team is now working up a set of detailed recommendations to deliver these preferred options.

<u>General Administration</u>

3. The review has identified 120.7 General Administration roles across the organisation which could be considered in a new operational model.

4. The preferred way forward for achieving a more efficient delivery of General Administration in the Council is to develop a Council-wide Service organised by building on a "hub and spoke" design. Under this model all general admin staff would transfer from their existing service grouping into a new team. A number of 'hub and spoke' arrangements will be put in place where the hub is based in, and serves, a main admin building and a number of satellite offices in the locality. The number and location of the hubs would be linked to the outcome of the Building Assets EIT Review. A Head of Service would be responsible for the development and delivery of general admin services with the rest of the organisation as customers. A single pool of Admin Assistants will provide flexibility to cover absences and peak workloads.

5. The model offers a career path and opportunities for staff to develop and progress in an admin role. The management arrangements will promote a consistent approach and standardisation around the use of technology and general office procedures wherever possible, however the team will be big enough and flexible enough to cater for service/building specific needs where these exist. The structure has the potential to shrink or expand in line with the changing general admin requirements that will emerge as the strategy recommended in the EIT review of building assets is implemented and as new technologies are introduced to further streamline operations. It will also enable a corporate approach to records management to be adopted in the future.

6. This preferred option for general administration presents the biggest challenge in terms of implementation. The change would impact on all services and buildings, and would need to be carefully planned and managed. A phased approach to implementation would be necessary to allow time for detailed analyses of workloads and workflows, an understanding of issues and the redesign of processes, all of which would be needed to ensure a successful implementation. However this option offers the greatest potential for economies of scale, improvement and transformation.

<u>PA Support</u>

7. The review has identified 19.6 PA Support roles across the organisation which can be considered in a new operational model.

8. The preferred option for achieving a more efficient delivery of PA support is to introduce the practice of a ratio of 1 PA for every 2 Heads of Service/ Corporate Directors with any exceptions requiring specific CMT approval. This compares with the current ratio of PAs to Directors/Heads of Service which ranges between 1 to1 and 1 to 2.5 with a mean of 1 to 1.37. The evidence from the review suggests that this could be shifted to a norm of 1 to 2 if a number of issues are addressed:

- Wherever possible PAs should work in teams to ensure cover is available and expertise is shared, teams could either be building based, by Service Grouping or through sensible linkages.

- The management of PAs could pass to a single point to ensure that issues such as cover, training and standards are consistently dealt with.

- The differences in grading should be investigated and resolved and where appropriate a standard job description produced for all PAs.

- All managers and PAs should, where necessary, have refresher training to optimise the use of existing technology.

<u>Technical Administration</u>

9. The review is considering the operation of 211.5 technical administration roles across the organisation.

10. An option to create a Service Grouping or Corporate-wide technical administration team was explored and rejected on the grounds that the time needed to train employees and maintain the Service specific knowledge needed in the technical administration roles would lead to a more inefficient operating model. The baseline research indicated that an individual review of how each Service carries out it's technical administration work would be most effective and this has therefore been adopted as the preferred option.

11. Most Services are affected by a combination of the outcome of the other strands of this review, the impact of other EIT reviews and a reduction/change in workload associated with the CSR. It is therefore timely to review each Service and consider, in the light of these changes, whether the technical administration functions are working optimally. The individual Service reviews may result in reductions in employee numbers or changed working patterns depending on the impact of the factors outlined above.

<u>Business Support and Performance Management</u>

12. The review has identified 68.7 business support and performance management roles across the organisation which can be considered in a new operational model.

13. The preferred option for the more efficient delivery of these functions is to rationalise and reorganise the current functions into 3 combined business support and performance teams in Service Groupings. This model combines all the business support and performance management functions listed in appendix 1 into three services. One each for CESC and DNS and a combined corporate-wide and Resources Service. These functions are currently dispersed across 5 Services using different organisational models.

14. This option would concentrate expertise in the 2 main operational Service Groupings. The central service would provide the support and performance service for the Resources Service Grouping as well as leading the corporate-wide policy and performance co-ordination. This option would generate savings from the combining of currently dispersed functions and the reduction of one HOS post. The central service would be rationalised as responsibilities would be focussed in Service Groupings.

FINANCIAL IMPLICATIONS

6. The team are currently developing detailed recommendations for the delivery of the preferred options however plans are being developed which will deliver the target annual saving of £1.3million.

LEGAL IMPLICATIONS

7. There are no legal implications.

RISK ASSESSMENT

8. Assessed in the low-medium category that is managed by everyday controls.

SUSTAINABLE COMMUNITY STRATEGY IMPLICATIONS

9. No implications.

EQUALITIES IMPACT ASSESSMENT

10. An Equality Impact Assessment is currently under development as part of the process of developing the detailed recommendations. This will be finalised in December and presented along with the detailed recommendations to Committee on 13th January 2011.

CORPORATE PARENTING

11. No issues arise from this report.

CONSULTATION INCLUDING WARD/COUNCILLORS

12. This review has been and continues to be widely consulted upon. The Housing and Community Safety Committee are carrying out a scrutiny role. Regular Union meetings are taking place in the run up to the formal consultation which will take place once detailed recommendations are developed. Employees are being consulted through an Admin Review Advisory Group and full briefings for employees affected by the review have been held.

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Definition of the 4 strands of activity covered by The Admin Review

General Administration

Roles where the primary purpose is undertaking one or more of the following tasks:

Task	Description
Printing documents and publications	- Printing documents when necessary - Sorting printed documents - Putting together and distributing handouts and/or publications
Scanning and photocopying	- Photocopying and scanning documents when necessary - Providing support or training to other colleagues in the use of scanning or photocopying equipment.
Filing and information management	- Maintaining office filing systems including computerised filing systems. - Recording, monitoring, archiving and retrieving files from varied filing systems. - Responsible for the destruction of computerised or hard files including shredding. - Housekeeping of shared files or drives.
Post and deliveries	- Sort post out to be sent to relevant service areas - Collect, sort, open and distribute post and parcels. - Frank and sort outgoing post and use packing machine if necessary. - Provide support or training to other colleagues in the use of scanning or photocopying equipment. - Sort post for agendas for meetings regarding councillors and schools
Faxing	- Sending faxes externally or internally when necessary. - Distributing and recording incoming faxes.
Courier Service	- Transport documents or goods by vehicle or by hand. - Arrange for the transportation of goods.
Photocopiers	- Maintaining photocopiers and keeping in contact with suppliers. - Measuring and reporting the usage of photocopiers.
Admin of library and resources	- Maintaining internal libraries
Organising events and meetings	- Making room bookings and catering bookings upon request. - Advising attendees of meetings and issuing relevant papers, documents or maps as necessary to accompany the meeting request.
Petty Cash	- Handling and managing petty cash allowing for it to be readily available as and when necessary. - Maintaining any paperwork associated with petty cash.
Ordering supplies, services and works	- Raising orders and requisitions and querying invoices. - Maintaining GRN - Ensuring that the best price is received for each good or service.
Raising invoice requisitions	- For outgoing invoices, where people owe the Council money.
Collecting and banking cash/cheques	- Handling and managing cash and cheques. - Collect, receipt and bank any cash or cheques as required.

Meeting/Conference room administration	- Managing a meeting room diary including accepting bookings and arranging equipment and catering in accordance with the booking.
Pool car scheme administration	- Manage and monitor bookings for Pool Car Scheme. - Ensure availability and distribution of keys and petrol cards were necessary.
Maintaining inventory	- Measuring and replenishing stationery supplies. - Maintaining stock lists. - Maintaining an asset register
Health & Safety	- Monitoring and maintaining accident or incident records - Reporting Health and Safety Issues - Maintaining and managing a health and safety database. - Support fire drills and first aid.
Premises admin	- Report repairs and have a certain amount of responsibility for office security by maintaining security systems and ensuring they are in working order - Update notice boards - To organise and assist in office moves
ID cards	- Production of cards and administration of scheme
First line response to queries	- Responds to enquiries from Members, internal and external customers whether in writing, on the telephone or face to face (excludes contact centres) - Taking messages for other members of staff and making a note of the content.
On-site customer/visitor care	- Reception at remote buildings forms part of other duties (ie not a full time receptionist or customer Service Officer) - Manage and maintain reception area - Replenish leaflets and other documents in information areas such as notice boards
Taking minutes	- Taking minutes and typing them up and ensuring that they are distributed to the appropriate people.
Typing documents	- Typing up letters, reports and presentations as requested
Diary Management	- Manage diaries (other peoples/services) both hard and electronic. - Checking availability - Entering appointments and setting reminders
Arrange engagements, travel and accommodation	- Book places on external conferences for other members of staff - Book accommodation and travel in relation to conference attendance
Brought forward	- Collating papers and information for activities.
Managing/supervising /monitoring performance re the above functions	- Managing staff - Managing supplies - Quality systems - Monitoring performance - Checking invoices relating to above

Technical Administration

Roles where the primary purpose is undertaking one or more of the general administration tasks above but in addition the role requires specialist knowledge of service procedure, policies and systems applications.

Business Support & Performance Management

Roles where the primary purpose is undertaking the collection, analysis and/or management of information and intelligence to support planning, performance, governance and business support processes.

Performance and Corporate Policy related functions
- Performance Management
- Management Information
- Service Improvement
- Council and Service Planning
- Risk Management
- Business Continuity Management
- Data Quality Management
- Records Management
- Benchmarking
- Inspection Support
- Internal & Peer Review
- Corporate-wide (non service specific) policy development and interpretation

Business Support functions
- Systems Development
- Systems Support
- Systems Training
- Project management
- Equality Impact Assessments
- Statutory Complaints management
- Corporate Governance
  - Constitution
  - Scheme of Delegation
  - Comments, Commendations and Complaints
- Information Governance

  - Data Protection Act 1998

  - Freedom of Information Act 2000

  - The Confidentiality Code of Practice

  - Information security management

  - Records management

  - Information quality assurance

  - Information governance management

  - Specific organisational views, e.g. Client Records Audit
- Freedom of Information Act management
- Data Protection
- Events Support
- Customer Service Excellence co-ordination
- Staff suggestion scheme
- Consultation co-ordination

PA Support

Roles where the primary purpose is providing business support to Corporate Directors and Heads of Service.