

## REPORT

To: POLICY & RESOURCES (FINANCE) SUB COMMITTEE	Subject: FINANCE DEPARTMENT ADMINISTRATION SERVICES REVIEW
From: DIRECTOR OF FINANCE	
Date: 29 August 2006	Ref: AC/BC

1 Introduction

- 1.1 The Finance Department consists of 3 separate divisions; Accounting Services, Revenue Services, IT & E-Government, and the Internal Audit Section. Whilst there are a range of disparate services provided across the divisions there are a number of administrative tasks which are commonly undertaken within each division.
- 1.2 This report proposes the creation of a core Administrative Services Team within the Finance Department centralising a number of administrative processes and the review of the staffing structure and responsibilities.

2 Background

- 2.1 Each of the divisions within the Finance Department have responsibility for a number of administrative tasks, some duplicated throughout the divisions whilst other tasks are more specific, which are performed by their own dedicated staff.
- 2.2 The Department has recently considered the opportunity to review the tasks and staffing responsibilities to ascertain if a more effective provision of administrative support can be provided. Appendix 1 details the proposed location for staff remaining in the Divisions and the surplus posts available to form the Administrative Services Team.
- 2.3 The review may resolve some of the difficulties that would be introduced under the proposed job evaluation for a number of posts which are "red-circles".

3 Administration Restructure3.1 **Directorate and Accounting Services**

3.1.1 There are 7 posts associated with a range of duties including:-

- > Secretarial function for Directorate
- > Clerical support for Directorate's secretary
- > Members Expenses
- > Banking Service
- > Personnel Recording – absence, flexi, annual leave, etc
- > Health & Safety

These posts are located within the Civic Centre.

3.1.2 The proposal is to retain 4 posts in-situ to provide Secretarial function for Directorate (AP3), Clerical Support for the Director's Secretary (GS1/2 Clerical Assistant), and the

3.1.2 The proposal is to retain 4 posts in-situ to provide Secretarial function for Directorate (AP3), Clerical Support for the Director's Secretary (GS1/2 Clerical Assistant), and the members expenses/banking service (AP3 Admin Officer and GS3 Bank Teller). These latter 2 posts would be responsible to the Treasury Manager. A structure chart detailing these changes is shown in Appendix 4.

3.1.3 The remaining 3 posts (PO2 Support Services Officer, GS1/2 Clerk x 2) would be available to form part of the Administrative Services Team.

## 3.2 Revenue Services

3.2.1 There are 12 posts contained in the review which are responsible for a range of duties including:-

- > Secretarial function for the Head of Revenue Services
- > Mail Distribution
- > Payslip Distribution
- > Creditor/Council Tax Scanning
- > Personnel Recording – absence, flexi, annual leave, staff training, etc
- > Car Leasing
- > Reception

These post are located within in the offices at Park Street.

3.2.2 The proposal is to retain 5 posts in-situ to provide the Secretarial function for the Head of Revenue Services (AP1 Secretary), the mail distribution and reception (Senior Mail Admin GS3, Mail Clerk GS1/2) and Council Tax scanning (GS1/2 x 2 Scanning Assistants (Income)).

In addition the work associated with the scanning of Creditor's invoices will be retained in-situ and covered by a redeployment of surplus posts arising from the review. This would allow the cessation of the 2 temporary agency staff engaged to process the workload during the pilot stage of Document Imaging.

3.2.3 The 2 GS1/2 Scanning Assistants (Income) posts would be responsible to the AP3 Income HQ Team Leader. The 2 GS1/2 Scanning (Creditor) posts would be responsible to the PO1 Creditors Supervisor. The Senior Mail Admin GS3 and Mail Clerk GS1/2 would be responsible to the AP5/PO1 Controls & Reconciliations Supervisor A structure chart detailing these changes is shown in Appendix 3.

3.2.4 The remaining 7 posts (AP3 Senior Admin, AP1 Admin Assistant, GS3 Distribution Assistant, GS1/2 Distribution Assistant, GS1/2 (20 Hours) Distribution Assistant, AP1 Accounting Technician, GS1/3 (Job Share) Reconciliation's Assistant) would be available to form part of the Administrative Services Team.

### **3.3 IT & E-Government**

3.3.1 There are 6 posts associated with a range of duties including:-

- > Secretarial function for the Head of IT Services
- > Purchase of consumables and services
- > Personnel recording – absences, flexi, annual leave, staff training, etc
- > Health & Safety

These posts are located in the IT annexe in Civic Square.

3.3.2 The proposal is to retain 2 posts in-situ to provide the Secretarial function for the Head of IT Services (AP1 Secretary) & the client services support for the external services contract (AP2 Admin Officer). A structure chart detailing these changes is shown in Appendix 5.

3.3.3 The remaining 4 posts (AP4/5 Admin & Finance Supervisor, GS1/3 Admin Assistant x 2, GS1/3 (Job Share) Admin Assistant, will be available to form part of the Administrative Services Team.

### **3.4 Internal Audit**

3.4.1 There is 1 post of Audit Clerk (GS1/2) associated with the following duties:-

- > Personnel recording – absence, flexi, annual leave, staff training, etc
- > General clerical support

3.4.2 It is proposed to make this post available to the Administrative Services Team. A structure chart detailing these changes is shown in Appendix 6.

## **4 Administrative Services Team**

4.1 The review recognises the opportunity available to centralise and standardise the existing operational processes associated with those duties which are common across the divisions, eg,

- > Personnel Record Keeping:-
  - Absence/Special Leave
  - Flexi/Annual Leave
  - Staff Training
- > Health & Safety
- > Internal mail handling/distribution
- > Periodic/Annual returns and management information

4.2 It is anticipated that the centralisation of the admin services can reduce the level of duplication and cover which exists and release resources equivalent to 4 posts of the 26 currently engaged in the provision of services.

4.3 The Administrative Services Team would be formed with 11 posts and responsible for the administrative support for all 3 divisions plus Internal Audit.

4.4 The proposed structure for the Administrative Services Team is detailed in Appendix 2, would report to the Service Delivery Manager (PO18) IT Services, and be located in the Civic Centre.

- 4.5 The Admin & Support Services Officer (PO2) would be responsible for the management of the Administrative Services Team.
- 4.6 The Administrative Team leader (AP4/5) would be responsible for the operational duties and responsibilities of the staff within the team. This would include identifying and delivering a programme to standardise upon generic processes, provide for and manage a generic working pattern for staff to improve cover for absences and job rotation, provide cover for the administrative staff remaining in-situ within the 3 divisions, co-ordinate the management of work to provide for cyclical availability of the administrative staff within the 3 divisions.

## 5 Personnel Implications

- 5.1 Appendix 1 details the outcome of the review and identifies those posts that would remain in situ within the 3 divisions. It also shows the 15 posts that are available to form the Administrative Services Team. Summarised below is the effect upon these 15 posts indicating the redesignation and matching which will be necessary arising from the formation of the Creditor Scanning posts and the Administrative Services Team referred to in paragraph 3.2.2 and section 4:-

Existing			Proposed		
No.	Designation	Grade	No.	Designation	Grade
1	Support Services Officer	PO 2	1	Admin & Support Services Officer	PO 2
1	Admin & Finance Supervisor	AP 4/5	1	Admin Team Leader	AP 4/5
1	Senior Admin	AP 3	1	Senior Admin Assistant	AP 3
1	Admin Assistant	AP 1	1	Admin Assistant	AP 1
1	Accounting Technician	AP 1	1	Admin Assistant	AP 1
1	Distribution Assistant	GS 3			
3	Admin Assistants	GS 1/3	2	Senior Clerical Assistants	GS 3
1	Reconciliations Assistant	GS 1/3			
2	Clerks	GS 1/2			
2	Distribution Assistants	GS 1/2	4	Clerical Assistants	GS 1/2
1	Audit Clerk	GS 1/2			
<b>15</b>			<b>11</b>		
			2	Creation of : Scanning Assistant (Creditors)	GS 1/2
<b>15</b>			<b>13</b>		

- > The redesignation and matching of 11 posts within the Administrative Services Team.
- > The redesignation of 2 surplus posts to be responsible for Creditors Scanning (GS1/2).
- > Redeployment of 2 surplus posts.

- 5.2 In line with the accepted principles associated with organisational reviews, appointments to posts within the Administrative Services Team will be by direct matching, restricted selection or advertising of posts as appropriate. Staff will complete a Personal Profile to assist with the matching-in and selection process.

- 5.3 Any member of staff, who is unsuccessful in matching-in and appointment, will be redeployed to existing or future vacancies within the department. Alternatively, redeployment opportunities may also be considered, where appropriate, across the Council.

- 5.4 The proposals contained within this report have been the subject of consultation with the Chief Executive, Head of Personnel Services, and the appropriate Trade Union representative prior to submission to Committee.
- 5.5 The Council is currently engaged in a Job Evaluation Exercise using the nationally approved scheme. All posts within the Administrative Services Team will be subject to this process and the ultimate grading of posts will be determined by the Job Evaluation Exercise.

## 6 **Financial Implications**

- 6.1 The proposal to create a Administrative Services Team within the Finance Department will produce savings of £66,883 (including on-costs).
- 6.2 The creation of 2 Creditor Scanning posts will cost £35,408 (including on-costs). There will be a reduction in annualised spending on temporary staff of £33,435.
- 6.3 In total the proposals will result in an annual budgeted saving of £64,910 with a saving of £35,160 in 2006/07 following commencement date of 11 September 2006.

## 7 Recommendation

7.1 The Committee is asked to:-

- i) Delete the 6 posts from the Departmental establishment referred to in Para 5.1
- ii) Create the 5 posts within the Administrative Services Team referred to in Para 5.1
- iii) Redesignate the 9 posts within the Administrative Services Team referred to in Para 5.1
- iv) Create the 2 posts for Creditors Scanning referred to in Para 5.1
- v) Agree the revised management structure of posts referred to in Appendix 2,3,4, 5 & 6
- vi) Remit the report to the P&R (Personnel) Sub Committee.



**Director of Finance**

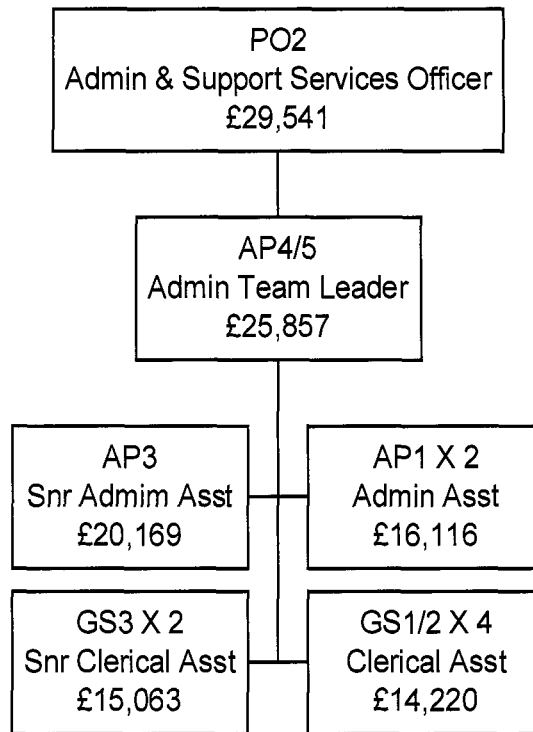
**APPENDIX 1**

		Location				
		Directorate & Accounting Services	Revenue Services	IT & E-Government Services	Internal Audit	Administrative Services Team *
<b>Directorate &amp; Accounting Services (6 Posts, 6 FTE)</b>						
Secretary	AP3	x				
Support Services Officer	PO2					x
Clerical Assistant	GS1/2	x				
Admin Officer	AP3	x				
Clerk	GS1/2					x
Clerk	GS1/2					x
Bank Teller	GS3	x				
<b>Revenue Services (12 Posts, 11.57 FTE)</b>						
Secretary	AP1		x			
Senior Admin	AP3					x
Admin Assistant	AP1					x
Senior Mail Admin	GS3		x			
Mail Clerk	GS1/2		x			
Distribution Assistant	GS3					x
Distribution Assistant	GS1/2					x
Distribution Assistant <b>(20 Hours)</b>	GS1/2					x
Accounting Technician	AP1					x
Reconciliations Assistant <b>(Job Share)</b>	GS1/3					x
Scanning Assistant (Income)	GS1/2		x			
Scanning Assistant (Income)	GS1/2		x			
<b>IT Services (6 Posts, 6 FTE)</b>						
Admin & Finance Supevisor	AP4/5					x
Admin Officer	AP2			x		
Secretary/Admin Assistant	AP1			x		
Admin Assistant	GS1/3					x
Admin Assistant	GS1/3					x
Admin Assistant <b>(Job Share)</b>	GS1/3					x
<b>Internal Audit (1 Post, 1 FTE)</b>						
Audit Clerk	GS1/2					x
<b>Total (26 Posts, 25.57 FTE)</b>		<b>4 Posts - 4 FTE</b>	<b>5 Posts - 5 FTE</b>	<b>2 Posts - 2 FTE</b>		<b>15 Posts - 14.57 FTE</b>

- Posts available to form the Administrative Services Team

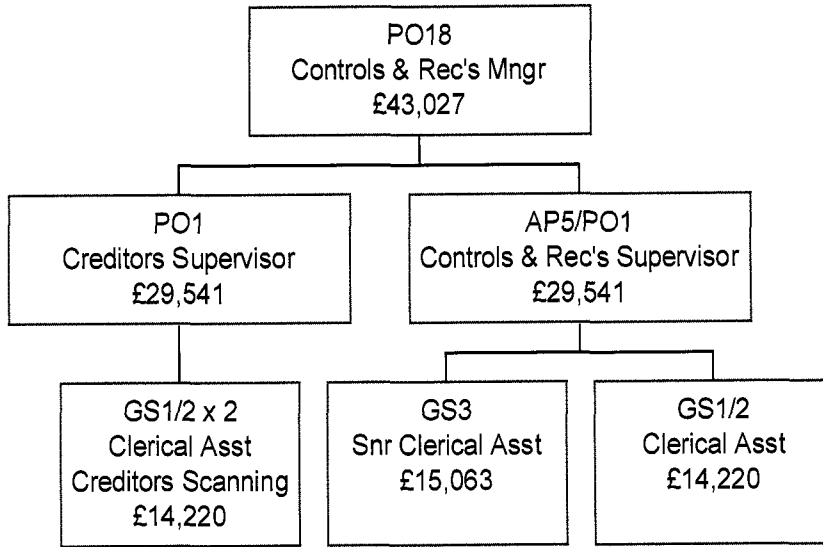
**APPENDIX 2**

**Administrative Services Team**



**APPENDIX 3**

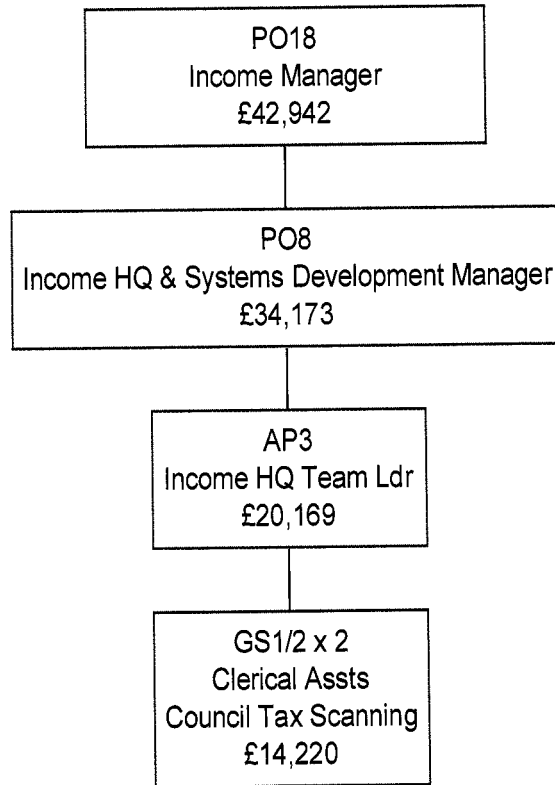
**Revenue Services Division**





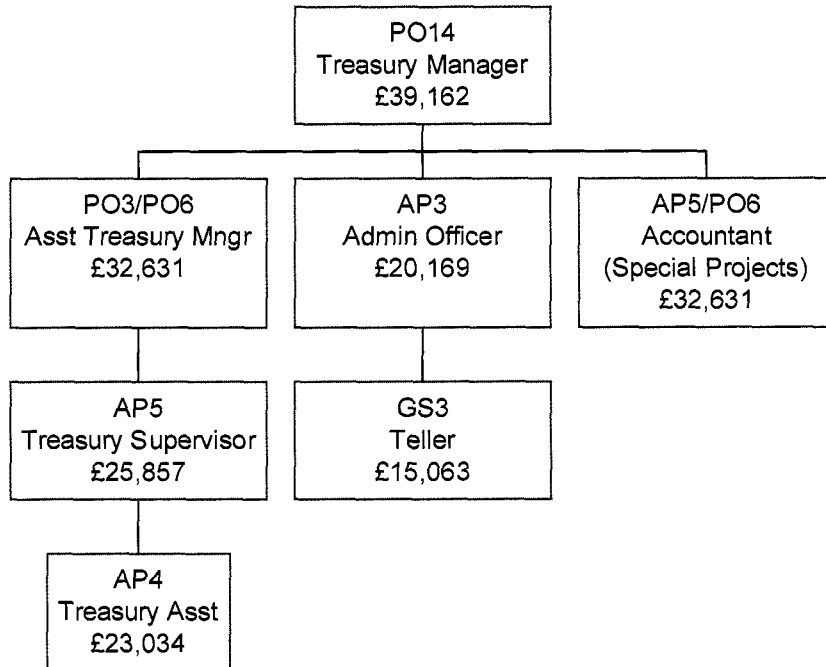
**APPENDIX 3 CONT'D**

**Revenue Services Division**



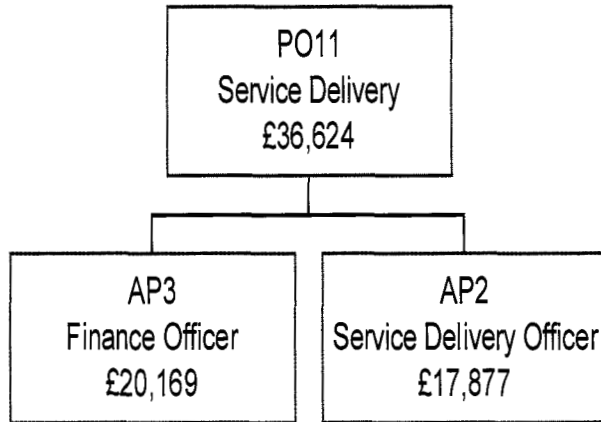
**APPENDIX 4**

**Treasury Management Section**



**APPENDIX 5**

**Service Delivery Function**



**APPENDIX 6**

**Internal Audit Section**

