CORPORATE RESROUCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 16 June 2016
Report Subject	Project Closure on Review of Corporate Administration
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

The review of Corporate Administrative functions began in October 2013. Job Evaluation Questionnaires (JEQ's) produced for single status were analysed to identify the profile of posts that could be classes as "administrative". At that time there were 278 across the council as a whole. Work then began to identify the tasks undertaken by those posts. Where these tasks duplicated corporate council systems they were stopped. If the tasks were overly complex or bureaucratic then the processes were streamlined. In addition the project has produced a generic JEQ for the administrative team members and team leaders. This promotes flexibility, increases equity across the organisation and reduces the risk of employees seeking salary regrading based on comparison with other posts undertaking similar functions.

At the same time the posts, which were often widely dispersed, were brought into teams that served each portfolio (with a single team serving the whole of corporate services). The final stage (which is the subject of a separate agenda item) is to bring the remaining portfolio teams into a combined service that serves the County Hall and Flint offices with an additional central team at the Alltami depot.

Overall the number of administrative posts has reduced to 66 as at June 2016. This has saved a total of £1.133m.

RECOMMENDATIONS

1	That Committee provides any comments to Cabinet on the savings and benefits delivered by the project and the proposed steps to close the project.

REPORT DETAILS

1.00	**EXPLANINIG THE PROJECT**
1.01	In October 2013 there were approximately 278 administrative posts with in the council based on analysis of single status JEQ's (it must be stressed this figure had not been verified). Over the course of the project some posts have been taken out of scope for the following reasons: • single status appeals meant they were no longer defined as administrative; • the Street scene employees formed a separate project; and • grant and HRA funded posts because they would not generate any savings • posts that were so specialised or technical that it would not make sense to separate them from the team they support
1.02	In order to reduce the need for administrative support there was a parallel review of processes. Where tasks duplicated corporate processes they were simply stopped. Also, a number of key corporate processes were streamlined and automated as follows: 1. staff with an IT account input their own mileage claims directly onto Trent rather than paper forms being manually input by admin staff; 2. Absence forms can be completed electronically and emailed to managers rather than completing paper forms; 3. Staff that use Etarmis to record their time can now use it to monitor their leave rather than admin staff having to keep team records; and 4. EDM has been introduced in a number of service areas such as Human Resources, Licensing, Neighbourhood Housing in order to streamline the way we hold information.
1.03	Within each portfolio generic administrative posts were brought into a single team enabling an overall reduction in posts and increasing overall resilience. All these posts have already been put on to a generic Business Support Assistant JEQ so that they have the same duties and also the same salary, thereby increasing equity and removing some inequality in grading.
1.04	The final stage of the project is to bring the portfolio teams together under a single manager and this is the subject of a separate report on the agenda. If the proposals in that report are agreed then there are a number of key actions to close the project as set out below: • HR related tasks associated with bringing together a single team under a single manager • Budgetary realignment so that the necessary funding follows the employees • Capturing savings and ensuring that they are not double counted • A programme of training and experience sharing is required to ensure that the combined team is able to provide a more resilient service

1.05	There is a project team which contains both HR and finance representatives. The project team has drawn up an action plan for the completion of the tasks outlined above. Project management support and chief officer oversight are available to resolve problems and ensure that the action plan keeps to timetable.
1.06	Although this particular project will be closed, the service will not, of course, remain static. The review of customer service that is currently underway might have an impact on the reception duties of the administrative team. Likewise, the creation of the Integrated Transport Unit could lead to travel booking being centralised. Lastly, there is also a commitment in the Council's organisational change policy to review all restructures after 12 months to ensure that they are functioning as intended.

2.00	RESOURCE IMPLICATIONS
2.01	The project has generated the following permanent savings, which are net of project management costs.

<table>
<tr><th colspan="6">Financial Saving (£)</th></tr>
<tr><th>TOTAL</th><th>13/14</th><th>14/15</th><th>15/16</th><th>16/17</th><th>17/18*</th></tr>
<tr><td>1,133,342</td><td>193,875</td><td>584,492</td><td>301,000</td><td>43,610</td><td>10,365</td></tr>
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*The 2017/18 savings relate to the full year effect of the positions identified in 2016/17.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All affected employees and their unions have been consulted.

4.00	RISK MANAGEMENT
4.01	The project has a risk register that is routinely updated. A larger centralised administrative team is more resilient and so is able to provide greater guarantee of service continuity in case of absence. The risk of skill loss can also be mitigated through a programme of sharing skills and experience with team members.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

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7.00	GLOSSARY OF TERMS
7.01	Job Evaluation Questionnaire (JEQ) – the document used to draw up a profile of each post as part of job evaluation analysing the skills, knowledge, experience necessary for and the demands placed on the post holder by the role.