

**REPORT TO: POLICY AND RESOURCES COMMITTEE – 14 JANUARY 2013**

**REPORT ON: OPERATING MODEL RE-DESIGN OF ADMINISTRATIVE SUPPORT FUNCTION**

**REPORT BY: DIRECTOR OF CORPORATE SERVICES**

**REPORT NO: 25-2013**

## **1. PURPOSE OF REPORT**

This report proposes a new corporate operating model for the admin support function across all departments of the Council - to be known as the Corporate Business Support Service and the creation of a centralised business support hub within Dundee House.

## **2. RECOMMENDATIONS**

It is recommended that:

- a centralised admin support operating model is introduced across the Council as detailed in the body of the report
- a Corporate Business Support Manager is appointed to develop the new operating model – this could be achieved by transferring a current member of staff into the post and thereby no additional staffing costs would be incurred
- a Manager is appointed to set up and manage a new Business Support Hub within Dundee House – this too could be achieved by transferring a current member of staff into the post and thereby no additional staffing costs would be incurred

## **3. FINANCIAL IMPLICATIONS**

A target saving of £1 million has been set for realisation by the implementation of this model - £400k in the next financial year and £600k in 2014/15.

At this stage it is unknown if any of the staff who might be effected by this review have applied for VER, however it is expected that VERs will account for some of the savings. The other savings will come from rationalisation through improved working practices.

## **4. BACKGROUND**

General administration and data entry are two of the largest Council processes outside of actual service delivery, accounting for some 400FTE staff. Since the Council reorganisation we have been able to take advantage of certain administrative economies of scale but there is still duplication and inefficiencies. Each department has its own unique arrangements, determined over time in response to service changes and available budgets. To date there has been limited governance from the centre resulting in a variety of admin post titles and grades, inconsistencies in responsibilities and inefficiencies in procedures.

## 5. **PROPOSED OPERATING MODEL**

The operating model being proposed here has at its core the following priorities:

- to create a flexible yet consistent service that can better meet each department's specific needs as well as our corporate needs
- to consolidate resources across departments
- to identify and eliminate duplication of effort and inefficient working practices
- to establish a culture of sharing best practice and continuous improvement

This will require the appointment of a Corporate Business Support Manager and a Hub Manager. Both posts could be filled by transferring in staff whose current posts will be most affected by the review and thereby no additional staffing costs will be incurred.

All departments of the Council and all admin support functions are considered to be within the scope of the new model. Work has already been carried out by the Project Review Group in relation to the identification of Corporate Business Support Services and it is proposed that the transition is carried out in stages – by function. This will minimise disruption to departments and will help to build admin teams from the outset.

It is proposed that the following services are the first to be transferred to the new Corporate Business Support Service:

- Secretarial
- HR Admin and Processing
- Document Production
- Minute Taking
- Information and Records Management
- Information Enquiries & Complaints
- Data Entry
- Organisation of Meetings
- Finance & Procurement Admin Processing
- Printing, Scanning and Mail Handling

Staff currently undertaking the above duties will continue to do so under the new operating model and there will be no immediate change to the way the services are delivered to departments on a day to day basis.

Departments will be responsible for identifying the staff to transfer and it is important that all appropriate staff are identified early. This will ensure that the correct skills and experience transfer for the corporate good, thus ensuring seamless service delivery and early service improvements.

The identified staff will be transferred to the Corporate Services Department and for some staff this might also mean a move to a central hub in early 2013 - but the service they deliver will continue to be provided. There will be no loss of service to individual departments. It is in fact anticipated that very quickly more consistent levels of support will become apparent and efficiencies of scale subsequently realised.

To minimise any risk in transition, departments will be required to identify any backlogs of work within each function prior to transfer so that this can be built in to a work-plan and/or addressed prior to function transfer. Departments will also be asked to identify any high risk activities carried out by the transferring staff so that these can be properly planned for.

Once the above services have been successfully transferred to Corporate Services the Project Review Group will then consider if there are any other departmental admin support services that would also be better delivered from within the new corporate service. The review process will begin again until such time as all appropriate admin support services are centralised under Corporate Services with a target date for completion of the project by November 2014.

At this stage it is recommended that Members' Support Services and the Dead Letter Office (DLO) are dealt with in the final stage of the project. Also, although Leisure and Culture Dundee is currently excluded this could be reconsidered in the latter stages.

## 6. **IMPLEMENTATION PLAN**

It is recommended that the model is fully implemented over the next 2 years.

The main immediate tasks are:

- Establishment of a Corporate Business Support Manager post to lead and manage a range of business support services that will deliver to all departments of the Council. The post-holder will report to the Director of Corporate Services and will be accountable for the strategy and service development of the new corporate business support service. This will involve working with other corporate managers to ensure a coherent approach to the provision of a modern, integrated support service for the Council as a whole
- Establishment of a Business Support Hub Manager post to set up and manage a corporate hub within Dundee House. The post-holder will report to the Corporate Business Support Manager and will be accountable for the operational management, quality and efficiency of the new service
- Identification of all Corporate Business Support Services within scope for centralisation and of those, the services which would be better delivered from a central hub, to be located in Dundee House. (It is not intended that all services/staff should move to the hub)
- Identification of accommodation and resources needed for a central hub in Dundee House. This may mean a reconfiguration of floor space.

## 8 **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality and Impact Assessment and Risk Management. There are no issues in this regard to report on.

## 9 **BACKGROUND PAPERS**

None.

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