

# DUNDEE CITY COUNCIL

**REPORT TO:** Personnel Committee - 15 May 2006

**REPORT ON:** Finance Department - Revenues Division Management Restructure

**REPORT BY:** Depute Chief Executive (Finance) and Assistant Chief Executive (Management)

**REPORT NO:** 288-2006

## 1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to review and restructure the Management Team of the Finance Department Revenues Division in light of the retiral of the Head of Revenues.

## 2 RECOMMENDATIONS

It is recommended that the Committee approves:-

- 2.1 the deletion of the post of Head of Revenues, SCP71, £62,313, from the structure;
- 2.2 the establishment of the post of Head of Accounts and Benefits, graded PO19-22, £40,998 - £43,947, and the appointment of the current Revenues Manager, PO11-14, £34,173 - £36,624, to the post of Head of Accounts and Benefits, graded PO19-22, £40,998 - £43,947;
- 2.3 the deletion of the post of Revenues Manager, PO11-14, £34,173 - £36,624, from the structure;
- 2.4 the establishment of the post of Head of Income and Recovery, graded PO19-22, £40,998 - £43,947, and that this post be filled by seeking applications from the three Revenues Division staff who are presently graded PO7-10, £31,068 - £33,423;
- 2.5 the regrading of the post of Senior Council Tax and Benefits Manager from PO7-10, £31,068 - £33,423, to PO15-18, £37,461 - £40,098;
- 2.6 the regrading of the post of Training and IT Manager from PO7-10, £31,068 - £33,423, to PO15-18, £37,461 - £40,098;
- 2.7 the deletion of the post of Support Manager, PO7-10, £31,068 - £33,423;
- 2.8 the regrading of the post of Council Tax and Benefits Manager from PO3-6, £27,822 - £30,288, to PO7-10, £31,068 - £33,423;
- 2.9 the regrading of the post of Recovery Manager from PO3-6, £27,822 - £30,288, to PO7-10, £31,068 - £33,423;
- 2.10 the regrading of the post of Fraud/Liaison Manager from PO3-6, £27,822 - £30,288, to PO7-10, £31,068 - £33,423;

- 2.11 the regrading of the post of Income Manager from PO1-4, £26,379 - £28,632, to PO5-8, £29,541 - £31,860;
- 2.12 the regrading of the post of Operations Manager from PO3-6, £27,822 - £30,288, to PO5-8, £29,541 - £31,860;
- 2.13 the proposed new staffing structure for the Finance Department Revenues Division management team is detailed in Appendix B.

### **3 FINANCIAL IMPLICATIONS**

- 3.1 The net financial effect of the proposed restructuring of the Finance Department Revenues Division Management Team is that there will be a part year saving of £35,139 in the current financial year and £42,167 in a full financial year, both figures being inclusive of employer's costs.
- 3.2 The above savings will be incorporated in the 2007/08 Revenue Budget.

### **4 LOCAL AGENDA 21 IMPLICATIONS**

- 4.1 Resources are used efficiently and waste minimised.

### **5 EQUAL OPPORTUNITIES IMPLICATIONS**

- 5.1 None.

### **6 BACKGROUND**

- 6.1 The Council's independent Medical Advisor has recently advised the Council that the Head of Revenues is to be retired on the grounds of ill health. This retiral gives the Council an opportunity to restructure the Revenues Division Management Team for the first time since the Council's inception in 1996.
- 6.2 During the 10 year period since 1996, the Revenues Division has been the subject of a number of new infrastructures and revisions to structures. These have included the following:-
  - The restructuring of Revenues Division
  - Constant changes to benefit regulations
  - Two Benefit Fraud Inspections
  - Implementation of new Council Tax and Benefits software, and Document Imaging and Workflow software
  - Two relocation moves of their office
  - Introduction of new Recovery Initiative in February 2005
  - Introduction of Performance Measurement system

Despite all the above activity, the structure and pay grades of the Revenues Division Management Team have remained constant. The early retirement of the Head of Revenues provides an opportunity to review the Revenues Division management structure.

6.3 Over the last two years, the Revenues Division has seen a significant increase in its workload and also an improvement in the service that it delivers to the public. These improvements include:-

- Introduction of a Council Tax and Benefits Contact Centre with improved telephone and face to face contact for the public. The March 2006 customer survey demonstrated satisfaction levels of over 95%
- Improved DWP statistics for the processing of benefit claims. For new benefit applications, the processing time has been reduced from 57 days in 2004/05 to 31 days in 2005/06, and the number of new claims dealt with within 14 days has improved from 78% in 2004/05 to 92% in 2005/06
- The number of outstanding documents has reduced from around 40,000 at October 2004, to around 10,000 at 31 March 2006, of which 6,000 have had actions commenced and further information awaited from customers. It should be noted that the Division receives approximately 5,000 documents per week
- The new Recovery Initiative introduced in February 2005, has increased the Council Tax in-year collection from 87.1% in 2004/05 to 90.7% in 2005/06. This is equivalent to an additional £1.545m of Council Tax income received during the financial year 2005/06.

It is now important that the Revenues Division consolidates the above improvements and, wherever possible, try to improve upon this. The new management structure will be one of the key elements in achieving these objectives.

6.4 It is felt that the duties and responsibilities of the Head of Revenues can be reallocated partially upwards to the Head of Finance and the Depute Chief Executive (Finance), and to a greater extent the two new posts. While there are many important factors within the Division, the two fundamental ones are Council Tax Accounts and Benefits, and Income Recovery. It is proposed therefore to organise the Revenues Division under these two main functions, with the two key posts being Head of Accounts and Benefits and Head of Income and Recovery.

## 7 PROPOSED CHANGES TO STAFFING STRUCTURE

The current staffing structure of the Finance Department Revenues Division management team is detailed in Appendix A.

The proposed changes to the current staffing structure of the Finance Department Revenues Division are as follows:-

- 7.1 the deletion of the post of Head of Revenues, SCP71, £62,313, from the structure;
- 7.2 the establishment of the post of Head of Accounts and Benefits, graded PO19-22, £40,998 - £43,947, and the appointment of the current Revenues Manager to the post of Head of Accounts and Benefits;

- 7.3 the deletion of the post of Revenues Manager, PO11-14, £34,173 - £36,624, from the structure;
- 7.4 the establishment of the post of Head of Income and Recovery, graded PO19-22, £40,998 - £43,947, and that this post be filled by seeking applications from the three Revenues Division staff who are presently graded PO7-10;
- 7.5 the regrading of the post of Senior Council Tax and Benefits Manager from PO7-10, £31,068 - £33,423, to PO15-18, £37,461 - £40,098;
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- 7.7 the deletion of the post of Support Manager, PO7-10, £31,068 - £33,423;
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- 7.12 the regrading of the post of Operations Manager from PO3-6, £27,822 - £30,288, to PO5-8, £29,541 - £31,860;
- 7.13 the proposed new staffing structure for the Finance Department Revenues Division management team is detailed in Appendix B.

## 8 **CONSULTATION**

- 8.1 The Chief Executive and Depute Chief Executive (Support Services) have been consulted and are in agreement with the contents of this report. The trade unions have also been consulted.

## 9 **BACKGROUND PAPERS**

- 9.1 None.

D K Dorward  
Depute Chief Executive (Finance)

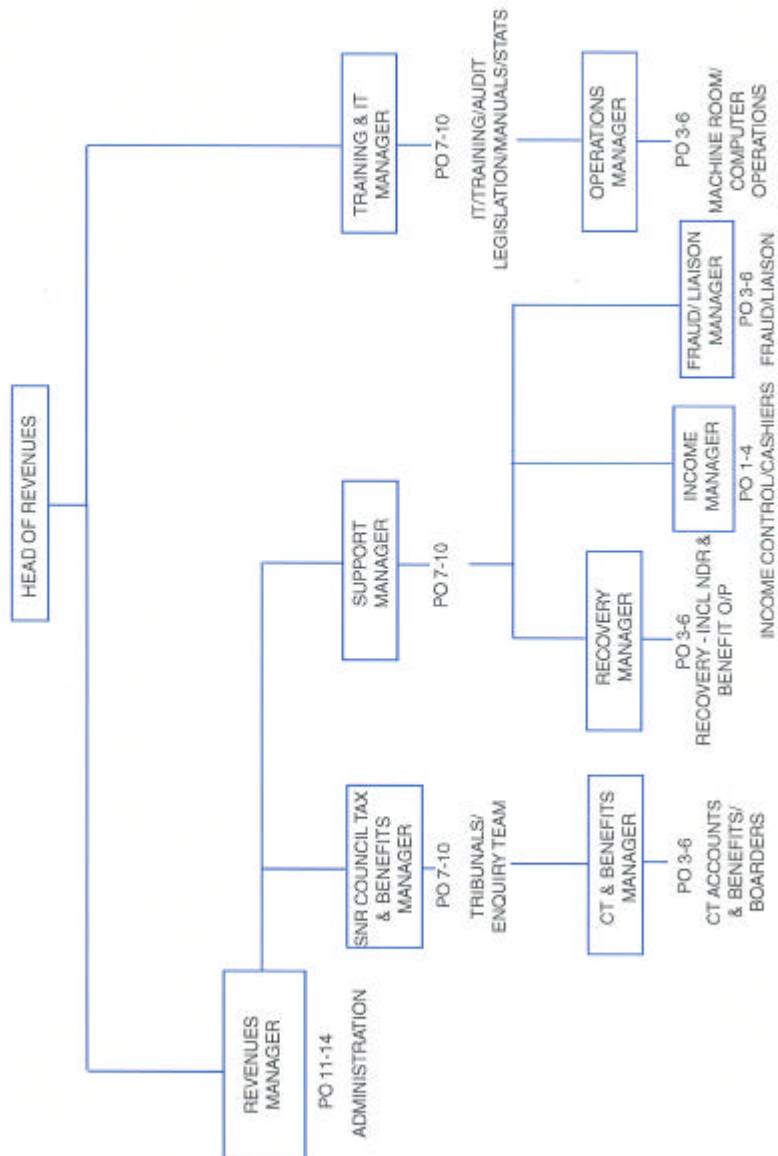
8 May 2006

J C Petrie  
Assistant Chief Executive (Management)

8 May 2006

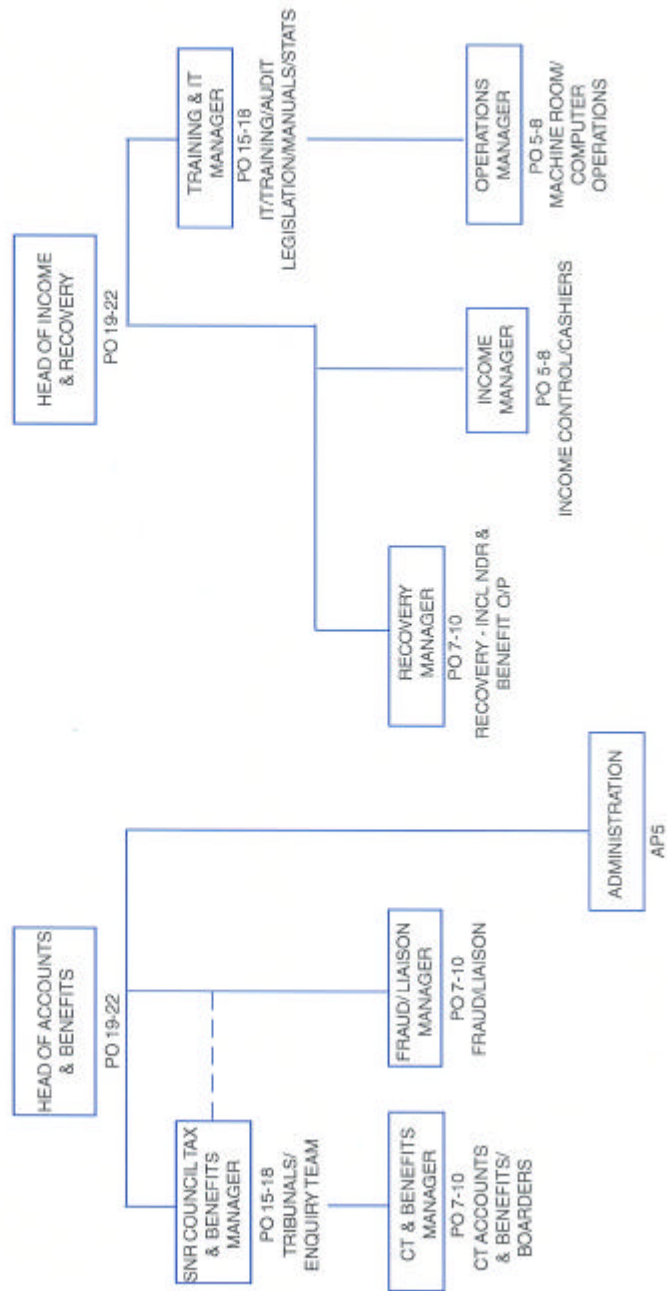
## APPENDIX A

**DUNDEE CITY COUNCIL  
REVENUES DIVISION - FINANCE DEPT  
SUBSTANTIVE  
1 APRIL 2006**



**DUNDEE CITY COUNCIL  
REVENUES DIVISION - FINANCE DEPT**

**PROPOSED**



APPENDIX B