

Appointments and Staffing Committee

15th January 2019

Report of the Executive Director- Communities

Organisational Change- Business Support

Exempt Information

None

Purpose of the Report

- To agree a revised staffing structure and new approach to the provision of 'Business Support' functions
- To agree the commencement of formal consultation with those directly affected

Recommendations

That the Committee-

1. Approves the deletion from the Council's staffing establishment of the following roles:

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| Business Support Manager F | 0.88 |
| Business Support Manager F | 1 |
| Business Support Administrator F | 1 |
| Business Administration Assistant- D | 0.8 |
| Business Administration Assistant- D | 0.81 |
| Business Administration Assistant- D | 1 |
| Environmental Support Officer- D | 1 |
| Environmental Support Officer- D | 1 |
| Environmental Support Officer- D | 0.6 |

2. Approves the permanent addition to the Council's staffing establishment of the following roles:

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| Business Administration Manager G | 1 |
| ICT System Support Officer F | 1 |
| Senior Business Administration Assistant- E | 1 |
| Business Administration Assistant- D | 0.8 |
| Business Administration Assistant- D | 0.41 |

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| Business Administration Assistant- D | 0.81 |
| Business Administration Assistant- D | 1 |

3. Authorise the Executive Director Communities to implement the changes including the completion of formal consultation with those directly affected by the proposed changes.

Executive Summary.

A review has been undertaken of the Council's 'Business Support' functions. Currently these functions are delivered via three separate teams within the Council.

It is proposed that a single Business Administration team is established to improve effectiveness and better reflect the 'one Council' approach. In addition role profiles have been reviewed to ensure consistency. The new team will deliver a range of administrative functions responsive to the organisations business needs and support the transformation of working practices and improvement of systems.

The deletion of the role of Business Support Administrator and creation of a new role of ICT System Support Officer within ICT reflects an opportunity to ensure the sharing of expertise and reduces the risk of a single point of failure.

As there are currently vacant posts within the teams the changes will not result in any compulsory redundancies. The redeployment of individual team members to new roles will be conducted in accordance with the Council's Managing Change process and Employment Stability Policy.

Background Information

A review of the Council's Business Support functions is one of the 6 priority reviews identified within the Council's Corporate Plan 2019-2022. This is because the provision of Business Support represents a critical resource to support the Council's business needs and because it is considered that opportunities exist to increase the effectiveness of the current delivery arrangements.

The Council currently has three dedicated business support teams and a number of other staff who deliver activities which could be defined as 'business support'. The three business support teams were established to increase effectiveness and consistency by amalgamating a range of administrative functions historically delivered within individual teams.

Over time the range of functions and working practices across teams has varied considerably and this has been exacerbated by changes to the overall structure of

the Council, the implementation of changed working practices through the Delivering Quality Services and other transformation processes. In addition operational demands have impacted on the range of functions included within the Business Support remit.

The review has set out to:

- Identify the activities currently undertaken by the business support teams.
- Identify issues and barriers to effectiveness.
- Recommend a new approach for the delivery of business support including changes to organisational structure where relevant.

The term 'Business Support' has been used at Tamworth to refer to a range of administrative and other tasks. As a generic term however 'Business Support' is usually used in a corporate setting to define a number of functions within an organisation including Human Resources, IT and Accountancy. For the purposes of the review the scope has extended only to the TBC definition.

Activities Included in the Business Support Offer

The principal activities currently undertaken by the Business Support teams varies however the following are the main areas-

Financial processes- this includes the raising of purchase orders, invoices and goods receipting and payment.

ICT System Administration- includes system maintenance and configuration, and the provision of advice and training.

Dealing with Customer Enquiries- includes responding to customer enquiries via post, phone and email.

Data Entry and Management of Databases- includes data input and maintaining information on a range of databases and spreadsheets.

Other activities include but are not limited to, the provision of project support, responding to specific requests for service including planning applications, pitch bookings, booking rooms, taking notes at meetings and delivering specific activities linked to key processes.

As previously noted these activities have developed over time in response to a range of drivers and circumstances rather than as a fully managed and targeted process.

Findings of the Review

The review has identified the following key issues:

- The provision of Business Support activities are vital to the delivery of the Council's business aims. Ensuring that appropriate tasks are undertaken by Business Support teams supports effectiveness and transformation.

- The range of Business Support activities between teams varies considerably. Although this is reflective of the varying needs of different parts of the organisation it also means that the delivery of business support functions could be better defined and prioritised.
- The current structure does not enable the allocation of resources to meet demand in a flexible and agile way. Although there has been considerable co-operation between teams to seek to support peaks in business needs the current structure does not encourage this approach.
- The current structure does not support resilience within the teams to respond to holiday, sickness and other absence. In other instances the Business Support teams are called upon to provide holiday and sickness cover in the delivery of core services which again impacts on effectiveness.
- The current structure does not support the consistent transformation of functions. For example some teams now work in a largely paperless environment following service transformation but this is not consistent across the organisation. If organised differently, business support functions could be a greater driver for process transformation across the organisation.
- Some of the functions delivered by the teams are specialist functions which align with other services within the Council and could be better aligned with these specialist areas. For example ICT activities.
- There is an inconsistency in relation to the extent to which different Council teams make use of business support functions. This leads to inconsistencies in relation to the activities undertaken within teams and does not necessarily represent the prioritisation of the provision of Business Support resources to meet priority business needs. It is also apparent that some business support requirements are not currently being met.
- In many cases the embedding of Business Support team members within service areas is beneficial and valued by service managers and the development of familiarity of team members with the specific functions of the service is important in meeting business needs. However this should not be at the expense of the best use of staffing resource to meet changing priorities.
- The current structures have led over time to significant interdependencies between those undertaking Business Support functions and core functions. Any proposed change should be implemented in a manner which fully assesses and manages risks to service delivery and business effectiveness.
- Given the Council's organisational structure and the 'One Council' approach the maintenance of three separate Business Support teams is no longer appropriate or sustainable.
- Use of the term Business Support is misleading as the common organisational use of this term includes IT, Human Resources, accountancy and other support functions. A more suitable term capturing the nature of these functions is 'business administration'.

Defining the Business Support Offer

As noted above currently Business Support teams undertake a range of activities which have evolved over time. However, in future the delivery of these functions should be reflective of business needs and adhere to the following key principals -

- Firstly, business support functions should, as far as possible, not include activities where organisationally the Council supports other specialist teams for example, Customer Services and ICT activities.
- Business support activities should be supportive of the activities of operational teams but, should generally not involve undertaking work which form part of specialist service delivery.
- Given that the business support resource will always be a limited resource the delivery needs to be planned, consistent and reflecting the business priorities of the organisation.

Developing the offer to adhere to the principals above will require a managed transformation approach and transformation of processes and working practices. It is considered that a new organisational structure will be an enabler of this process.

Proposals

Based on the issues above the proposals for the review are based on the achievement of the following key objectives:

- That the provision of 'Business Support' activities is delivered in manner which-
 - Is clearly defined and consistent whilst being responsive to assessed business needs
 - Allows for appropriate and flexible allocation of resources to meet business needs reviewed on a regular basis in response to organisational priorities
 - Maximises team resilience and supports capacity building
 - Supports service and process transformation and continuous improvement
 - Ensures that specialist activities are delivered in the most appropriate way

The achievement of the above objectives will require a measured transition and some detailed review and unpicking of areas of delivery.

The first step in this journey is the establishment of a staffing structure which supports effectiveness in delivery and planning.

It is therefore proposed that:

- The Council's current three Business Support teams are consolidated into a single Business Administration Team led by a Business Administration Manager reporting to the Assistant Director Partnerships. Combining the teams provides opportunities for greater flexibility in the deployment of staffing resources.

- The current team roles are re-designated as Business Administrative Assistants with the additional creation of a new role of Senior Business Administrative Assistant. The new roles will support consistency in delivery of functions and help to provide greater flexibility in the allocation of staffing resources to meet business needs.
- Reflecting that the current activities undertaken by the Business Support Administrator are best aligned and integrated with the Council's ICT services it is proposed that a new role of ICT System Support Officer reporting to the Head of Technology & Information Systems

The role of Business Administration Manager includes a key contribution to the continued transformation of processes and systems. As noted elsewhere in this report, it is considered that opportunities exist in many areas for greater effectiveness through the transformation of processes linked to the Council's overall DQS programme. The Business Administration Manager will play a key role in the Council's overall transformation approach and will be empowered to work with managers and Heads of Services to identify and support changes to processes where these have the potential to improve efficiency and drive out waste and to ultimately deliver savings in the future.

A further key aspect of the role of the Business Administration Manager relates to the provision of 'project support'. Increasingly the Council's corporate plan includes the delivery of complex projects with major financial commitment. At present the business support team provides some support and at times external project support of various sorts is commissioned by individual project leads. In the future it is anticipated that the Business Administration Manager will play a coordinating role in relation to this to support the provision of appropriate services and avoid duplication as part of business planning.

Job Profiles for each role in the proposed structure are shown at Appendix A.

The proposals above do not result in the need for the redundancy of any team members.

Options Considered

| Option | Benefits | Risks |
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| <i>One- Embed current team resources in existing operational teams with each team having its own business support resource.</i> | <i>None material</i> | <i>Reduces opportunities to increase resilience No opportunities for flexible and responsive resource allocation Reduced opportunities for service and process transformati</i> |

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| | | <i>on Compounds current issues</i> |
| <i>Two- Amalgamate all Business Support functions within a single corporate business support team allowing for the allocation of team resources to support regularly reviewed business needs</i> | <i>Allows for the development of clearly defined and consistent business support offer Continues to allow for embedding of team members where the business need support this Allows for appropriate and flexible allocation of resources to meet business needs reviewed on a regular basis Maximises team resilience and support capacity building Supports service and process transformation and continuous improvement</i> | <i>Requires a managed transition to identify and manage risks Does not resolve issues of the most appropriate delivery of specialist activities</i> |

Financial Impact

Based on the proposed redeployment opportunities and current salaries the proposals are within existing budgetary provision, and result in a net saving of £4,134 in the first year.

Appendix A Job Profiles

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| JOB PROFILE Business Administration Manager | Grade G |
| Job Purpose <ul style="list-style-type: none"> • Management of the Council’s Business Administration function • Improvement of systems of work and contribution to the Council’s transformation programme • Developing the Business Administration offer to support the business needs of the organisation | Experience <ul style="list-style-type: none"> • Experience of building relationships and negotiating effectively with internal and internal stakeholders • Experience of improving working practices and systems to improve effectiveness • Experience of service transformation • Experience of managing a team |
| Functional Responsibilities <ul style="list-style-type: none"> • Line Manage Business Administration team • Develop the Business Administration Offer in consultation with AD’s to meet the business needs of the organisation • Support service managers in the development of lean systems and improved working practices and contribute to the Council’s transformation programmes • To monitor the performance of the Business Administration team • To review and coordinate the Council’s Project support requirements • To undertake all corporate requirements on health and safety, equality and diversity, FOI, GDPR, risk management, financial regulations and information security • Represent the Council at events as required • Identify and manage risks including the use of the corporate risk management system | Knowledge, Skills and Abilities <ul style="list-style-type: none"> • Excellent organisational and interpersonal skills • Excellent attention to detail • Ability to communicate effectively both orally and in writing • Ability to work on own initiative and within a team • Ability to present information to groups of varying competence • Highly skilled in negotiation in difficult circumstances whilst under pressure • Able to analyse and interpret data, solve problems and apply creative solutions. • Skilled in managing time whilst balancing conflicting demands able to lead and delegate effectively • Knowledge of: <ul style="list-style-type: none"> • Microsoft Office & Project • Database Management • Legislative and security procedures • Project Management |
| Strategy/Policy Development <ul style="list-style-type: none"> • To contribute to the wider transformation agenda • - develop better systems of work | Attributes <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity • Resilient and resourceful in the face of conflict and uncertainty • Commands the confidence of members, staff and other stakeholders |
| Additional Duties <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post | |

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| JOB PROFILE – BUSINESS ADMINISTRATION ASSISTANT- | Grade D |
| Job Purpose <ul style="list-style-type: none"> To fulfil a range of administration activities to support the business aims of the Council | Experience <ul style="list-style-type: none"> Experience in administration Experience of problem solving in a business administration role Experience of working effectively to delivery outcomes against tight deadlines |
| Functional Responsibilities <ul style="list-style-type: none"> To work at the direction of the Senior Business Administration Assistant to deliver a range of activities to support delivery of the Council’s business aims including but not limited to- <ul style="list-style-type: none"> The raising of purchase orders, invoices and goods receipting and payment. Processing of Direct Debit and related processes Data input and maintaining information on a range of databases and spreadsheets. Project and other general support including taking notes at meetings, booking rooms, welcoming visitors preparing printed material and mailshots. To deal with customer enquiries as these arise. To work flexibly in response to the Council’s developing business needs <p>Key responsibilities include:</p> <ul style="list-style-type: none"> To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations. To take responsibility to identify personal development needs, keep abreast of changes affecting services and undertake any training required to enhance the delivery of quality business support functions. | Knowledge, Skills and Abilities <ul style="list-style-type: none"> Ability to undertake one off and routine tasks. Ability to work as part of a team and on own initiative. Ability to relate positively to the public and other colleagues High degree of accuracy and attention to detail. A flexible approach to tasks. High Quality Customer care/service principals. Ability to support improvement in business processes and willingness to welcome positive change. Methodical and organised approach. Ability to make decisions on the basis of multiple sources of information Ability to use own initiative to resolve issues. Ability to communicate with colleagues at differing levels to resolve issues Possess personal qualities such as tactfulness, diplomacy, and be self-assured under pressure. A professional approach to service delivery ensuring that standards are met and adhered to. |
| Strategy/Policy Development <ul style="list-style-type: none"> To adhere to all policies and procedures appropriate to the role. | Attributes <ul style="list-style-type: none"> High degree of accuracy and attention to detail. Highly developed interpersonal skills. The post holder should at all times be able to deal with the public and colleagues in a professional, courteous and efficient manner. A flexible approach to tasks. High quality customer care/service principals. A positive approach to supporting change |

Other:

- Any other reasonable duties commensurate with the grade and general nature of the post.

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| JOB PROFILE – SENIOR BUSINESS ADMINISTRATION ASSISTANT- | Grade E |
| Job Purpose <ul style="list-style-type: none"> To supervise a team fulfilling a range of administration activities to support the business aims of the Council | Experience <ul style="list-style-type: none"> Experience in administration Experience of supervision Experience of problem solving in a business administration role Experience of working effectively to delivery outcomes against tight deadlines |
| Functional Responsibilities <ul style="list-style-type: none"> To provide supervision for the Business Administration team To authorise annual leave, arrange rotas and supervise the function of the Business Support team under the direction of the Business Administration Manager To ensure effective training and development of staff in relation to relevant skills and aptitudes To ensure the delivery of a range of activities to support delivery of the Council’s business aims including but not limited to- <ul style="list-style-type: none"> The raising of purchase orders, invoices and goods receipting and payment Processing of Direct Debit and related processes Data input and maintaining information on a range of databases and spreadsheets Project and other general support including taking notes at meetings, booking rooms, welcoming visitors preparing printed material and mailshots To deal with customer enquiries as these arise. To work flexibly in response to the Council’s developing business needs <p>Key responsibilities include:</p> <ul style="list-style-type: none"> To undertake all corporate requirements on health and safety, equal opportunities, data protection, risk management and financial regulations. To take responsibility to identify personal development needs, keep abreast of changes affecting services and undertake any training required to enhance the delivery of quality business support functions. | Knowledge, Skills and Abilities <ul style="list-style-type: none"> Ability to undertake one off and routine tasks. Ability to work as part of a team and on own initiative. Ability to relate positively to the public and other colleagues High degree of accuracy and attention to detail. A flexible approach to tasks. High Quality Customer care/service principals. Ability to support improvement in business processes and willingness to welcome positive change. Methodical and organised approach. Ability to make decisions on the basis of multiple sources of information Ability to use own initiative to resolve issues. Ability to communicate with colleagues at differing levels to resolve issues Possess personal qualities such as tactfulness, diplomacy, and be self-assured under pressure. A professional approach to service delivery ensuring that standards are met and adhered to. |
| Strategy/Policy Development <ul style="list-style-type: none"> To adhere to all policies and procedures appropriate to the role. | Attributes <ul style="list-style-type: none"> High degree of accuracy and attention to detail. Highly developed interpersonal skills. The post |

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| | <p>holder should at all times be able to deal with the public and colleagues in a professional, courteous and efficient manner.</p> <ul style="list-style-type: none"> • A flexible approach to tasks. • High quality customer care/service principals. • A positive approach to supporting change |
| <p>Other:</p> <ul style="list-style-type: none"> • Any other reasonable duties commensurate with the grade and general nature of the post. | |

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| JOB PROFILE ICT System Support Officer | Grade F |
| <p>Job Purpose</p> <ul style="list-style-type: none"> Reporting to the Head of Technology and Information Services to support the development of technical solutions which will improve organisational service delivery. | <p>Experience</p> <ul style="list-style-type: none"> Experience of undertaking system administration duties for council ICT systems including Orchard, M3 and Civica Experience of working with external suppliers/ contractors |
| <p>Functional Responsibilities</p> <p>Key responsibilities include:</p> <ul style="list-style-type: none"> To provide comprehensive advice, guidance and support to council employees and elected members for appropriate ICT systems, policies and procedures. To act as a super-user for appropriate ICT systems and develop a knowledge sharing environment. To update ICT systems as appropriate To provide specific application technical support corporately to enable delivery of projects, meet customer requirements and improve service delivery. On-going review of corporate application/system related contracts to ensure they are fit for purpose, future proof and value for money To provide specialist advice and work with colleagues across the organisation to enable the delivery of key projects, meet customer requirements and improve technical service delivery. To co-ordinate and manage projects to ensure effective delivery of IT products To ensure that performance information is collected, analysed and utilised for service delivery decision making. To co-ordinate with suppliers and external service providers to build and manage relationships and ensure on-going development/improvement of corporate ICT systems and applications Evaluating software applications and hardware in relation to usability and impact on the organisation's training needs. To undertake all corporate requirements on | <p>Knowledge, Skills and Abilities</p> <ul style="list-style-type: none"> Effective project management skills Excellent time management skills A logical approach to problem solving Ability to build effective working relationships Able to manage multiple projects Excellent communication and interpersonal skills Knowledge of health and safety and DSE regulations Extensive knowledge of ICT packages including Microsoft Office, Orchard, High level attention to detail Excellent organisational skills Ability to work on own initiative Prioritise workload and meet deadlines Awareness of financial regulations and procedures |

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| <p>health and safety, equal opportunities, data protection, risk management, financial regulations and information security.</p> <ul style="list-style-type: none"> • To ensure Industry best practice is adhered to at all times | |
| <p>Strategy/Policy Development</p> <ul style="list-style-type: none"> • Contribute to policy development as appropriate | <p>Attributes</p> <ul style="list-style-type: none"> • Personal credibility with a high degree of integrity • Resilient and resourceful in the face of conflict and uncertainty • Commands the confidence of members, staff and partners |
| <p>Other</p> <ul style="list-style-type: none"> • Support and/ or manage corporate projects as required • Occasional out of hours working • Any other reasonable duties commensurate with the grade and general nature of the post. | |