
Cabinet Member (Corporate and Neighbourhood Services)
Scrutiny Co-ordination Committee

24 March 2011
6 April 2011

Name of Cabinet Member:

Cabinet Member (Corporate and Neighbourhood Services) – Councillor Townshend

Director Approving Submission of the report:

Assistant Chief Executive

Ward(s) affected:

None

Title:

Implementation of the Administration and Business Support Service Fundamental Service Review

Is this a key decision?

No

Executive Summary:

This report is coming to Cabinet Member for endorsement to implement the Fundamental Service Review of Administration and Business Support Service.

The report sets out the process that we intend to use to implement the Administration and Business Services within Coventry City Council following the review and redesign of the Service.

The report details the new structures for the Administration Service and the required number of posts for the new service.

The ongoing savings as a result of the review are expected to be £2.3m from 2012/013, and these savings have been included in the Council's medium term financial plans and reported previously to Cabinet and Scrutiny.

Recommendations:

1. Scrutiny Co-ordination Committee are requested to:

Consider the report as part of its overview of the overall abc Transformation Programme.

2. The Cabinet Member is requested to:

(1) Consider the formal consultation process and ongoing progress

- (2) Support the setting up of the new Administration Service within Customer and Workforce Services
- (3) Support moving to the immediate implementation of the Administration Service, following conclusion of the consultation process and the consideration of the responses.

List of Appendices included:

Appendix 1 – Overall Structure

Appendix 2 – Summary of the main changes made to the structural design as a result of consultation

Appendix 3 – Interim summary of Trades Unions consultation feedback and management response

Other useful background papers:

No

Has it been or will it be considered by Scrutiny?

Scrutiny Co-ordination Committee on 6 April 2011

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

**Report title: Implementation of the Administration and Business Support Service
Fundamental Service Review**

1. Context (or background)

1.1 The Administration and Business Support Service (ABSS) review commenced in 2009 and is a Fundamental Service Review (FSR) within the City Council's Transformation Programme. The review has considered all aspects of administration and business support for all areas of the Council excluding Schools.

1.2 The Transformation Programme Board approved the design principles that have shaped the future service;

- The creation of one administration Service for the Council, delivering professional administration services fairly and consistently
- The creation of a career pathway structure for administration staff
- The simplification and standardisation of processes and better utilisation of ICT
- A rationalised number of different job families to create fairness and flexibility
- The maximisation of team sizes and the use of consistent ways of working
- The promotion of self-service – making the right way the easy way

1.3 The business case setting out the detailed design of the new administration service, including the Target Operating Model (TOM), has been approved by the Transformation Programme Delivery Board. The detailed build and implementation of a Council wide administration service, is now in progress. The new administration service will be located within the Customer and Workforce Services Directorate and headed by the post of Administration Services Manager,

1.4 From July 2010 regular meetings took place with Trades Unions as the proposals for structures were being developed. A formal 90 day consultation with Staff and Trades Unions was launched on 22nd November 2010. Consultation on the structural proposals concluded at the end of February and consultation on the proposed principles for implementation are due to continue until the end of March. Consultation responses will be considered and any amendments made to the principles on implementation as appropriate. Liaison will continue with Trades Unions during the implementation period.

2. Options considered and recommended proposal

2.1 The ABSS review commenced with an analysis of activities undertaken by Administrative and Business Support staff across the whole Council with the exception of schools. This analysis identified that there was a great deal of duplication, fragmentation and potential inefficiency in the way administrative work was organised and delivered.

2.2 Since that time, the review has progressed through the first three stages of the FSR methodology;

- Assess – where are we now?

- Design – where do we want to be?
- Consult – what will it look like?

The review is now ready to move into the final "go live" implementation stage

The final structural design has taken account of feedback from managers, staff and Trades Unions colleagues, through both informal and formal communication and consultation processes.

- 2.3 Setting up the new Administration Service within Customer and Workforce Service will bring non schools administration staff together in one service and will provide the following benefits;
- a. Savings through less duplication, saving time and making better use of resource and creating consistency
 - b. Improved professional standards
 - c. Clear pathway for career progression
 - d. Savings on agency staff and better use of clerical register
 - e. Slimmed down workforce with fewer managers
 - f. Improved systems and processes
 - g. Better resilience of the service
- 2.4 Implementation of the new Administration Service will begin in April and on a phased basis as set out in paragraph 4. Immediate implementation will enable both the financial benefits of £0.89m for 2011/12 financial year and the non financial benefits detailed in 2.3 above to be achieved.

3. Consultation and engagement

- 3.1 Engagement and consultation with stakeholders has been undertaken in a variety of ways.
- A marketing and communication plan and the assignment of a dedicated Communications officer to the project
 - Regular Trades Unions meetings which involved informal meetings from July 2010 until November 2010 when formal consultation commenced.
 - Briefings for Directorate Management teams and use of a wider project group with representatives from directorates.
 - A series of workshops with employees and managers in the early stages of the review, the results of which culminated in the initial base line report
 - Regular postings on the intranet
 - More recently individual and direct communication to those staff who are specifically identified as being included in the review
- 3.2 Feedback from staff and customers, through a variety of workshops, was included in the design stage and feedback from Trades Unions and Directorates has resulted in the final overall design of the administration and business support services.

3.3 The final design was consulted on through the formal consultation process. A summary of the main changes made to the structural design as a result of consultation are contained within Appendix 2.

3.3 The formal 90 day consultation with Staff and Trades Unions on the structural design started on 22nd November 2010 and concluded at the end of February 2011. The first stage of consultation concluded at the end of December after which alterations were made to the structural design. Proposals were re-issued and Trades Unions were invited to present their formal response by the end of February. An interim summary of the Trades Unions consultation feedback and management response is attached at Appendix 3.

3.4 During February discussions commenced with the Trades unions about the proposed principles for implementation – these are planned to continue until the end of March. These will be considered and any necessary changes made before implementation.

4. Timetable for implementing this decision

4.1 Implementation of staff to the new Administration Service will be a phased approach which will commence in April 2011 and continue until August 2011. See table 1 below for the proposed phasing of the hubs.

4.2 The availability of accommodation and other fundamental and directorate service reviews will be taken into account when deciding when to phase implementation of the hubs.

Table 1: Phasing of hubs

EARLY	MID	LATE
April – May	June – July	July - Aug
Personal Support	Inner City 1 <ul style="list-style-type: none"> • Council House • Christchurch House/Spire House/New Union Street 	Outer City - Children Learning and Young People
Members Services	Inner City 2 <ul style="list-style-type: none"> • CC1/2 • Broadgate House (Community Services and Customer & Workforce Services) 	Outer City – Community Service
Inner City 3 <ul style="list-style-type: none"> • CC4 • West Orchard House • Whitley • Part Broadgate House • (predominantly CSDD) 		

4.3 Implementation will be continually monitored both from within the Project Team and by the Head of Service and Location Managers to ensure that any learning from the initial phases is applied to the later phases.

5. Comments from Director of Finance and Legal Services

5.1 Financial implications

5.2 The Council's medium term financial plans include savings of £0.89m in 2011/12 (which are included in the 2011/12 budget) rising to £2.3m in 2012/13.

5.3 The abc Programme also includes one-off implementation costs of £0.2m largely for accommodation changes for administration hubs, arising through the review. At this stage, the actual implementation costs are not known; they will be monitored carefully and managed within the resources allocated to the abc Programme.

5.4 Legal implications

The Council has complied with its legal duty to consult in relation to its proposals as required under Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992. The implementation of the proposals is through the Chief Executive's operational responsibility for all Council employees, resources and services.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The Administration and Business Support Service review is part of The Transformation Programme which is crucial to the improvement of services to customers and the reduction of costs which will enable the Council to manage its medium term financial position.

6.2 How is risk being managed?

A risk register is maintained for the project using the Transformation Programme risk methodology and risks are reviewed regularly by the Project Board.

6.3 What is the impact on the organisation?

The current impact on staffing/human resources is shown in the table below. This position may change slightly as we go through the implementation process and as further information becomes available around grant funded posts.

The starting position of 676 full time equivalent (FTE) staff equates to 821 posts. We will not know the equivalent post numbers for the future 545 FTE until we have allocated people to posts.

The impact on people has been managed using the following initiatives;

- We have held administration and clerical vacancies since December 2009 – currently holding 71 FTE administration and clerical vacancies
 - We have accepted voluntary redundancy/early retirement applications for 76 FTE posts
 - We have appointed temporary contracts to vacant posts to provide flexibility
 - We have worked closely with Finance to manage the changing impact of grant fallout
 - We have used the above strategies to manage the impact on each grade
- Using these actions we have reduced the impact of job losses at each grade.

Table 2: impact on staffing

These are indicative figures as at 23rd February and are before final Trades Union feed back on some of the grant funded areas and confirmation of final grant fall out. This information is due back by 10th March 2011.

The position below is a worst case scenario. If there is further grant settlement funding made available this may allow posts to continue to be funded and will reduce further the impact on people show below in column e.

a	b	b	d	e
Grade	Starting Position	Future staff FTE after design change	Impact on staff before any actions	Impact on staff FTE after actions
8	0	5	5	+5
7	2	0	-2	+0
6	46	17	-29	-19
5	65	31	-34	-16
4	117	100	-17	+8
3	377	222	-154	-11
2	66	136	70	+94
1	3	34	30	+32
Total	676 FTE	545 FTE	Net less 131 FTE made up as follows; -236 FTE less (grades 7,6,5,4,3) 105 FTE more (grades 8,2,1)	Net more 93 FTE made up as follows; -46 FTE less (grades 6,5,3) 139 FTE more (grades 8,4,2,1)

Where reductions in numbers are necessary, at Grades 6, 5 and 3 we would expect to offer further opportunities for voluntary redundancy before commencing any selection process. We expect that there will be some redeployment opportunities within the admin service but also opportunities through the Council's bumped redundancy and jobs fair processes.

6.4 Equalities / EIA

An Equality Impact Assessment (EIA) was undertaken in May 2010. A further EIA will be undertaken once final impact figures are completed.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

None

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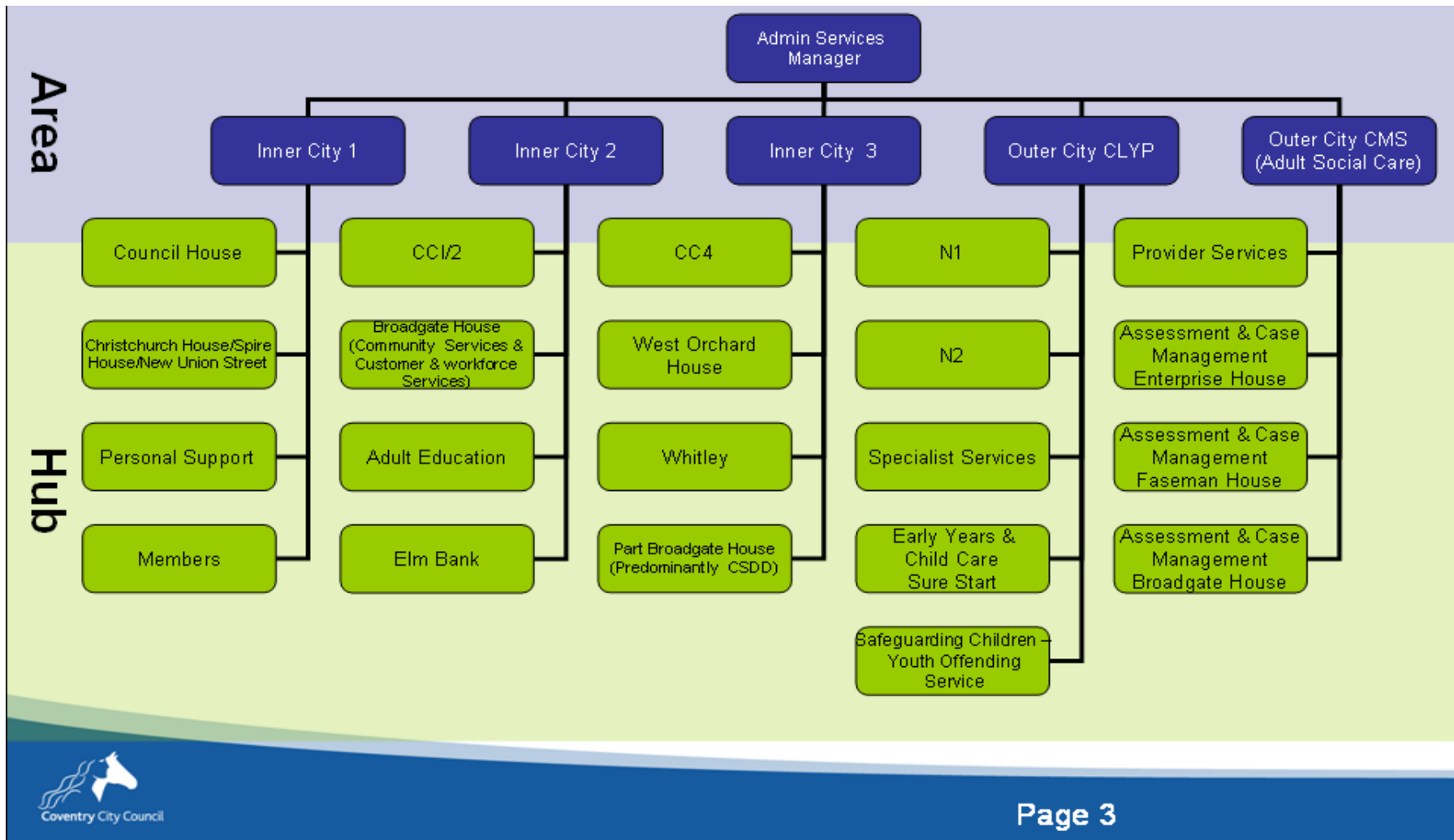
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Director: Bev Messinger		Customer & Workforce Services	3.3.11	14.3.11
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This report is published on the council's website:

www.coventry.gov.uk/meetings

Appendix 1 - Overall Structure

Overview:



Appendix 2 – Summary of the main changes made to the structural design as a result of consultation

Table 1 - What are some of the key changes that we have made as a result of the feed back from the first stage of consultation?

The Change	Why have we made the change?
<p>1. Removal of 108 posts (92 FTE)</p>	<p>We undertook an exercise to look at non X job family posts in the ABSS review using job evaluation traces and evidence to look at the detail and content of these posts. Where this exercise revealed that a job family was significantly different to the proposed job family in the ABSS review the posts have been removed and will be included in other appropriate Directorate reviews or ABC Fundamental Service Reviews when these are undertaken. Departments will have to find the proportion of the abss savings for these posts except where the posts are grant funded.</p>
<p>2. Inclusion of grant funded posts in future structures where there is certainty that funding is continuing</p>	<p>We have included grant funded posts to ensure that we have sufficient resources to provide grant funded services. We have not included grant funded posts where funding has ceased or those where funding is unclear. We have information on those 'unclear' grants and they can be flexed into the model when information becomes available about their certainty.</p> <p>Main areas of grant funding that are still unclear as at 1.2.11 are; Adult Education Performing Arts Youth Offending Service.</p>
<p>3. Introduction of a technical grade 5 JD for devolved admin</p>	<p>To recognise that some activity at a grade 5 may need to continue within devolved admin, as specific integral duties are undertaken at this level within the service.</p>
<p>4. Hubs in the outer city are more 'functional based' rather than location based with mixed</p>	<p>The outer city hubs are mainly Children, Learning and young People (CLYP) or Community</p>

<p>directorates</p>	<p>Services (CMS). Feedback indicated that staff felt services would be safer and less exposed to risk if the reporting lines in these hubs were directorate (functional based) rather a mix of different directorates.</p>
<p>5. Phase recruitment to grade 2 and grade 1 posts</p>	<p>We will look to phase recruitment of grade 2 and grade 1 posts in to teams to avoid too many new staff starting within teams when the teams themselves are trying to adapt to new ways of working.</p>
<p>6. Changes in % of grade 3, grade 2 and grade 1 posts within the model</p>	<p>To increase grade 3s and retain expertise and recognise the complexity of some tasks. Current model has moved from original expected position of 40% grade 3s, 40% grade 2s and 20% grade 1 to an average across the model of 60% grade 3s, 30% grade 2s and 10% grade 1s.</p>
<p>7. Changes to job titles</p>	<p>Consultation feedback has requested revised titles for some posts. The new titles are shown in the updated charts</p>

Appendix 3 - Interim summary of Trades Unions consultation feedback and management response 15.03.11

Trades Unions have contributed their views throughout the informal and formal consultation.

The formal responses from trades unions have highlighted a number of issues and these are listed below together with management's response.

There are a range of issues raised in relation to individual services and more latterly feedback on the admin areas funded by grants which are currently under review by the project team

There are a range of issues that are still under discussion in relation to the implementation process.

Structural issues

Areas

	Trade Union Feedback	Management Response
1.	Welcome the idea of career progression within the admin service	
2.	Welcome the streamlining and reduction in the number of job families	
3.	Everyone will now have Job Descriptions	

Areas of concern / areas requiring further clarity

	Trade Union Feedback	Management Response
4.	Clarity about self-service – how it will work and what the impact will be; how it will be structured, lack of ICT infrastructure, non-compliance of non-admin leading to workload back on admin, managers being paid to do basic work	<p>Self service is part of the Corporate TOM</p> <p>Those managers / officers who do not have dedicated personal support will be expected to be self-sufficient for everyday individual small scale tasks and for the more complex or detailed tasks they will be able to utilise the services provided by the administration hub and specialist teams</p> <p>Self-sufficiency is about ensuring that all office based employees are able to operate and function at a basic level of ICT competence and are able as a minimum to complete everyday individual small scale tasks using standard office ICT packages. Self-sufficiency is not about spending disproportionate amounts of time undertaking a range of administrative tasks, it is about being able to self manage at a reasonably basic level.</p> <p>The self-sufficiency component of the TOM requires a minimum level of ICT literacy and organisational skills for all managers and office</p>

		<p>based employees so that they are able to undertake the tasks listed below:</p> <ul style="list-style-type: none"> • Use Microsoft word to create and edit simple documents using standard templates • Create open and respond to emails • Complete standard templates • Manage own phone calls/voicemails • Set up small internal meetings within the service area of up to 4 internal delegates using Microsoft outlook • Manage own diary on Microsoft outlook • File and store individual documents in accordance with protocol/standards within appropriate electronic file storage • Use basic spreadsheets • Create simple power point presentations <p>Where complex or high volume tasks or activities are concerned, support will be provided by the Administrative and Business Support Service. A service menu for the provision of support will be established and will outline the general and specialist services available and the service standards. In addition, advice support and guidance will be available to assist people in developing their self-sufficiency capability.</p> <p>One of the implementation work streams is self service. This work stream is currently working on the necessary requirements for self service to be successful e.g. development and revision of templates; room bookings process and use of the FACTs system; ICT requirements; telephony; training and engagement; signposting; how to guides direct help and support giving advice and guidance on tasks</p>
5	<p>Perception that admin roles have been downgraded but will carry the same work.</p>	<p>Each of the proposed roles has been assessed through a job evaluation process; the knowledge and skills required to undertake tasks at all levels throughout the structure have been assessed. The range of responsibilities and the skills currently required at each grade will remain the same in the new structure. The existing grades i.e. from Grades 1 – 6 will continue to feature in the new structure.</p>

		<p>Roles have not been down - graded, overall there has been a reduction in the number of management /supervisory roles and some new roles have been established at a lower grade.</p> <p>The increased numbers of lower graded posts in the new structure at G1 and 2 also reflected feedback from the staff workshops early in the review where many admin staff believed they were being asked to carry out relatively basic tasks that was not commensurate with their grade.</p> <p>The creation of posts at the lower levels in the structure does not mean that posts have been down- graded but ensures that the level of responsibility and skill required to undertake various roles is accurately reflected in the service for the future.</p> <p>No –one will be forced into a lower graded post. However if a displaced employee wishes to be considered for a vacant lower graded post – this could be a possibility in the implementation phase.</p>
6	Perception that knowledge & experience are not reflected in grades	<p>Each of the proposed roles has been assessed through a job evaluation process. This measures the knowledge and skills required for each of the posts in the structure.</p> <p>As knowledge is the primary and most heavily weighted factor within the NJC JE Scheme, time and care has been taken to ensure that the correct level of knowledge and experience is reflected within each role within the new structure, which reflects the level required to undertake the work that the new service will undertake and support</p>
7	Post titles do not reflect the posts	<p>The consultation process included the opportunity for people to comment on job titles. One suggestion was received - to change the title of the supervisor post and this has been actioned.</p> <p>The Project team would be happy to consider further suggestions. However the job titles should reflect the role being undertaken and the hierarchy within which it fits.</p>

8	There are gaps in systems & processes for service delivery	<p>There is an implementation work stream which is currently working on a range of systems and processes for example; the development of SLAs for central specialist admin; the general hub service menu; workflow processes including a work request form / process; filing and storage structures; service and performance standards; turnaround times; templates; the room booking system FACTs has been developed and will be incorporated into the hubs; ICT and telephony requirements.</p> <p>The consultation process also produced a range of ideas/suggestions/ issues that are currently being considered.</p>
9	The addition of a Technical post at G5 is a poor attempt at cover up an omission in the structures	<p>The original set of proposals included some G5 posts being retained in the new structure to recognise the supervision of small teams.</p> <p>To date grade 5 posts have been created to undertake a mixture of administrative activity and support to business processes. The extent to which this was the case was underestimated by the project team.</p> <p>There is no attempt at a cover up - the project team have responded to feedback from managers, staff and trades unions during the consultation process and increased the number of grade 5 posts by introducing a Technical grade 5 post.</p> <p>The Technical grade 5 post does not hold supervisory responsibility but is a stand-alone post which has specific responsibilities in relation to supporting business processes.</p>
10	Clarity on training & Training needs analysis for career progression	<p>Training is one of the several work streams set up for the implementation of the review. There will be core generic training for all administrative staff, as well as the need to identify and develop team and individual training plans as the new service is set up. Training will also be required for those employees who will be required to undertake self service tasks - this is part of the self service implementation workstream.</p> <p>Identifying training requirements and ensuring training objectives are achieved will be ongoing responsibility of Location Managers and Admin Team Supervisors.</p>

1	Concerns about who picks up work of deleted grades	<p>No one grade is being deleted as all existing grades will continue into the new service. There are fewer employees required at certain levels within the new structure. There are a variety of ways in which the changes will be managed.</p> <p>There is a reduction in the number of supervisory / management roles as spans of control are increased.</p> <p>Wherever possible administrative staff will be co located and there will be larger teams – this will bring about economies of scale and better coverage for sickness and holidays.</p> <p>Improvements in systems and processes will mean there will be a reduction in the amount of time spent on some activities e.g. room bookings and some activities will cease.</p> <p>Some work will be disaggregated and distributed throughout the admin structure in different ways.</p> <p>Self service will mean that there will be a reduction in the need for some tasks to be carried out.</p>
1	General questions about a range of roles & services Member Services St Marys Modern Apprentices Whitley Depot Traffic & Network Domestic Violence Social Care (statutory reqs/compliance).	Each of these issues are being looked into
1	Who will do Building Maintenance (security, access, deliveries)?	No change is anticipated in outer city locations. Inner city buildings are centrally managed.
1	How will Customer care standards be maintained during/post implementation?	This will be the joint responsibility of the project team, operational areas and implementation teams to ensure customer care standards are maintained during the implementation phase. Responsibility for customer care standards will rest with the Admin services management teams going forward.

Management Response to Trades Union Consultation Response – Part 2 Specific Service Issues

<p>1. Adult Education</p>	<p>Concern about the level of staffing reductions and that there are no direct links to operational management – this will have a serious impact</p>	<p>The structure is consistent with the principles adopted elsewhere in the review. In building this structure, consultation has taken place with Operational Managers.</p> <p>Administrative support to Adult Education will continue but will be provided in a different way there is no intention to have an adverse impact on the quality of service and as the implementation progresses work will be undertaken with operational managers to ensure there is no adverse impact on the service.</p>
<p>2.</p>	<p>Why is it not devolved?</p>	<p>Adult Education administration has been treated in a similar way to other areas where consultation with Operational Managers has identified with the exception of a couple of devolved posts there is no requirement for admin support to be managed by the Adult Education service but it can be managed by the Admin service as a central specialist team.</p>
<p>3.</p>	<p>The Team Leader needs to provide support to a large number of different venues across the service and does not appear to have any links to operational management</p>	<p>The G4 Team Leaders will report to the G6 Admin Team Supervisor in their particular hub.</p> <p>Location managers and Admin Team Supervisors will maintain an overview of activity across all locations. For</p>

		<p>central specialist work the admin service will work with operational managers to draw up a service level agreement for the nature and level of service required.</p> <p>Although managed from within the admin service, it does not mean that there will be no contact or links with operational management, there could be daily interaction between operational managers and those providing admin support if needed.</p>
4. Sure Start	There has been no access to the jobs fair for the most severely affected staff groups.	It is recognised that the review has an adverse impact on G6 posts in particular. The implementation proposals contain options for minimising the impact as much as possible on people at this grade.
5.	Concerns about the range of reviews/ FSR's and the potential impact on the admin review now and the admin service in the future.	<p>It is acknowledged that there are a number of different reviews underway within the organisation and as far as possible the project team in consultation with services have tried to take account of emerging changes to the level of admin support required.</p> <p>The project board have now declared there should be no further changes in the short term and a period of stability established for the implementation of the admin review to proceed</p> <p>The organisation will be subject to constant change and as services change so will the need for admin support, both in terms of its level and nature. The Admin service will be responsible for managing fluctuations or changes in support</p>

		requirements going forward.
6.	Will G3 be expected to delegate work to G2s in other centres (only one G3 or 2 proposed at centres)? Difficult to implement due to post holders not being located together.	<p>Much would be dependent on the needs of each Centre it is possible that delegation of tasks could occur however this would be within reason and not outside the normal requirements of the supervisory structure.</p> <p>Following feedback from both Operational Managers and Admin Managers it was suggested that the difference between the G3 & G2 grades would be determined by the requirements at each Centre based on the 'Area of Deprivation' and the nature of work these hubs are expected to deal with.</p>
7.	Which Grades will be expected to undertake financial duties in proposed job descriptions?	The G5 Technical Admin role has been created with specific financial duties as they will be devolved and report directly into the service. However, in the medium term as the Money Matters Review rolls out to Directorate as part of their Phase 2 implementation, the financial role of all staff will come into the spotlight and could possibly be changed as a result.
8.	None of the new job descriptions include the line management and delegation of duties to volunteers. Does this mean we will not encourage volunteers as part of the service	<p>Volunteer Co-ordination will not be the responsibility of the admin service going forward. Operational managers will need to consider how this responsibility will be undertaken in the future.</p> <p>The job evaluation scheme does not take into account supervision of volunteers as they are not employees of the Council.</p>

9.	How will it be decided where posts will be located?	This area has been impacted by changes to funding and Service managers are currently working to determine what services will be delivered and where in the future they will be provided from. Project team are in contact with the service and it is expected that the locations - will be finalised before implementation commences.
10.	Will staff be required to be “flexible” and cover in times of reduced staffing and capacity across the Council. Concern that staff cannot be in two places at once	There is an expectation that staff will be flexible and support colleagues where there are increased operational demands or cover for absence, in the same way that people do now. This will need to be managed in a reasonable way by the admin service and operational resourcing issues will be an ongoing responsibility of Team Leaders and Admin Team Supervisors.
11.	“Preparation of Evidence” for Ofsted Reports is a statutory requirement – who will undertake this work	It is expected that the Technical G5s will pick up this work.
12.	Changes in the service will impact on staff and service users	The aim of the implementation process will be to minimise disruption for individuals and services as far as possible. The project team will work closely with operational managers to reduce disruption and to locate operational and administrative tasks appropriately.
13.	Structures make the assumption that all services are able to be delivered by the same model and underestimates the knowledge and skills of frontline staff	Hubs are set up slightly differently in order to take into account the different tasks and the nature of the work being undertaken. Each of the proposed roles has been assessed by the job evaluation team who have assessed the range of responsibilities and the skills currently required at each grade.

		Work has been undertaken by the ABSS project team with Sure Start managers to understand the needs of this area.
14. Safeguarding & YOS	Any gap in provision has an enormous impact	There is no intention to create gaps in admin support and the implementation work stream will take account of the tasks that need to be completed.
15.	Change in the structure from devolved to specialist administrative	This change has been made changes to reflect admin line management in line with other service areas, and to allow for a G6 to manage both services. This change has been made in consultation with operational managers
16.	Grade 4 post supporting both teams and the ability to do this given the staffing reductions. Two Grade 4 posts are needed to support the G6 post	The span of control fits in with the new organisational management delayering model. As a result of feedback the G4 FTE has now been increased to 1.5 FTE
17.	Concerns about the successful management of the dual role.	The management of the dual role will be assisted by an increase in FTE at G 4, with the range of services that will be supported by the admin service there is no requirement for the G6 to have a detailed knowledge of every service area. Dual role reporting already exists and is managed successfully within the Authority and there is no reason why it cannot work in this instance.
18.	What will the changes be for Grade 3, where will the work go that has always been done by Grade 6 and Grade 5 now no Grade 5?	The Grade 3 post will be line managed by the G4 post as opposed to G6 as is currently the case. This change will allow the G6 post to work across both service areas. There is a technical Grade 5 post that will pick up the technical work It is devolved because it will be line managed directly by the

		operational service, as would be required by the technical nature of the work.
19.	What will be the role of the Senior Administrator (Inter-Agency Clerk) in devolved and why is this different?	The nature of the funding for this post is such that it needs a direct reporting line to the Project, and is not funded in the same way as the other Safeguarding posts.
20.	The structure at present shows a shared Grade 6 & Grade 4 and no Grade 5s this will mean an increase in workloads, are we also expected to “absorb” the work of the Grade 3 who was based at Stoke House?	The G5 Technical admin will pick up the technical aspect of the work. Project team understand the work of the G3 post at Stoke House is being brought back into Christchurch House.
21.	Concerns about the Safeguarding minutes and reports	The Minute Taking Secretary role has been retained within Safeguarding at the current level of FTE and grade.
22. General comments	The Technical Admin Officer – Concerns raised re job description and title, staff feel should reflect role and removes all managerial experience would prefer Technical Administrative Manager	There is no requirement for this role to manage. The G6 in the structure has that responsibility. This role has been designed to pick up the more specialised administration tasks and responsibilities, hence the G5 grading.
23.	Staff feel that Grade 5 Technical Admin would support technical delivery of the admin services i.e. protocol super user etc and would ensure that legal and statutory frameworks are adhered to, not being on site would make this an impossible task, so staff would want recognition that day to day support to Grade 4 & Grade 3 would be done by Grade 5.	This will exist where there is a requirement for the G5 to manage staff and is a different evaluated role to the Technical G5 job.

24.	<p>Finance Management appears on the Grade 6 Job Description not on Grades 5 4 3 – Grade 5 states “Lend support to FIS” however the person specification makes no reference to financial knowledge or experience.</p> <p>There is no reference to financial work other than on Grade 5 “undertake financial procedures” We understand this also includes site management of the “petty cash” so no other staff will have this responsibility is this correct</p>	<p>The Grade 6 post will have responsibility for financial management of their area of the admin structure.</p> <p>Financial administrative processes can be followed without previous financial knowledge or experience and therefore it is not an essential requirement for the post.</p> <p>Financial administrative processes will be incorporated into the admin service initially however in the medium term the Money Matters Review will make many changes to the way that both finance and procurement is undertaken in the future and therefore there will not be the same financial support requirement as exists now.</p>
25.	<p>An analysis of current work “backlogs” needs to be completed as this will have a negative impact on staff ability to manage change effectively during transformation and could be detrimental to the new admin service. What arrangements will be made for teams that already hold a backlog of work?</p>	<p>The implementation work stream will work with admin teams and operational managers to address these issues. The benefit of the resource being managed within in one service will enable backlogs, peaks and troughs to be managed more effectively.</p>
26.	<p>Careful consideration needs to be given to teams that have “cluster working arrangements” or informal agreements that staff support social care professionals or projects and it needs to be clear that these arrangements may not be able to continue in the new admin service.</p>	<p>Informal agreements need to be addressed as part of the implementation process to ensure that operational activities and administrative activities are separated out.</p>
27.	<p>We need to ensure that teams that include statutory</p>	<p>This is accepted and the implementation work stream will be</p>

	requirements are adequately staffed to prevent risks.	working alongside services to ensure that risks are managed effectively
28. Member services	Within Members Services the proposed structures show Grade 4 posts why has this been changed?	The introduction of a G4 PA in Member Services means that Members will receive a consistent level of support with a more advanced range of skills as that provided to senior managers in the organisation. This consistency in approach also creates more flexibility across the PA service overall. Members have welcomed this change.
29. St Marys	Where is the Grade 2 post historically linked to St Marys Hall? St Marys Hall - Grade 3 post needs to be devolved	A grade 2 post was previously omitted from the structures – this has now been included. Management from this area are satisfied that they that the admin support service can be provided from within the central specialist structure and it can be provided from the current location
30. Modern Apprentices	Why are Modern Apprentices not included in the proposed structures?	Modern Apprentices are very much included in the future admin service – reference to this is made in the impact on people document page 11 Nov 2010
31. Whitley Depot	More information is needed in relation to Whitley Depot structure Grade 5 Technical Posts.	The two G5 posts at Whitley will have duties associated with legislative requirements and application of internal policies In waste services supporting managers and other officers in relation to the duty of care legislation and waste transfer licenses; In Highways to support managers and other officers in relation to the highways act and other statutory requirements

32. Traffic and network	Traffic and Network Management do not appear in the structure. Why?	Traffic and Network do appear in the revised structure charts – based in Civic Centre 4
33. Domestic violence	What support will be given to the Domestic Violence Project?	Admin support to this service is included in the Broadgate House Hub supporting Public Safety
34. Social care statutory regs/ compliance	<p>Statutory Regulatory monitoring often includes administrative functions as they are an integral part of safeguarding processes and the protection of vulnerable people.</p> <p>Who will have the ultimate responsibility for ensuring compliance?</p> <p>What consideration has been given to the staffing levels for social care settings i.e. cluster working in children's services where administrative staff are allocated to work alongside designated social workers.</p>	<p>Operational managers will set out their requirements of the admin service in conjunction with admin management. It will be the responsibility of admin management to ensure that admin operational standards and requirements for that particular area are delivered.</p> <p>Work has been ongoing with Outer City CLYP areas to determine the service requirements in those locations. There will still be a service provision in these areas but it will be line managed by the admin function.</p>