**Central Bedfordshire Council
Priory House
Monks Walk
Chicksands,
Shefford SG17 5TQ**

Central
Bedfordshire

**TO ALL MEMBERS OF THE
CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE**

10 December 2010

Dear Councillor

**CUSTOMER AND CENTRAL SERVICES OVERVIEW & SCRUTINY COMMITTEE –
MONDAY, 13 DECEMBER 2010**

Further to the Agenda and papers for the above meeting, previously circulated, please find attached the following report:-

> **9. Portfolio Holders' Updates**
>
> To receive a report by the Director of Customer and Shared Services on behalf of the Portfolio Holder for Policy and Performance on the Council's administrative function.

Should you have any queries regarding the above please contact me.

Yours sincerely

Leslie Manning
Committee Services Officer

email: leslie.manning@centralbedfordshire.gov.uk
telephone: 0300 300 5132

This page is intentionally left blank

Central Bedfordshire

Briefing Paper for Customer & Shared Services Overview & Scrutiny Committee	
Date:	13 December 2010
Subject:	Business Support / Administration
Report of:	Richard Ellis, Director of Customer & Shared Services

1. PURPOSE OF REPORT

1.1 This is a briefing paper on the FTE levels and potential efficiencies that can be gained from the potential rationalisation of Business Support Activity / Administration within Central Bedfordshire Council.

2. CONTEXT

2.1 Members have identified 'Administration' as an area that has potential for delivering efficiencies and contributing to the Council's overall financial savings.

This is in line with the findings of the recent DECaTS analysis and ongoing discussions as to the scale of the opportunity remaining now that teams, have in the main, been co-located and a range of service reconfigurations and reviews are already completed and/or are in progress.

To inform ongoing discussions this briefing paper sets out:
- Overview of the DECaTS analysis and findings
- Overview of the findings from recent HR people analysis
- Analysis of 2010/11 and 2011/12 savings proposals

and provides the high level elements of the CBC Administration project summary.

3. OVERVIEW OF DECaTS ANALYSIS AND FINDINGS

3.1 Detailed data collection for the DECaTS Programme was undertaken in February / March 2010. There were 2,425 FTE employed at that time. The analysis showed that the aggregation of all Administrative activity across the Council accounted for 391.7 FTE, as detailed in the table below:

Note: The PwC data diagnostic categorised Administrative activity as:
- *administration: administrative, clerical and secretarial support to managerial, technical and professional staff in both front line operations and strategic & support services*
- *recording & data entry: Update and maintain data relating to jobs.*
- *close record: finalising details and closing record following completion of the job.*

	Total FTE	% of Total FTE
Social Care Health & Housing	118	30.13
Children's Services	153.9	39.29
Sustainable Communities	52.3	13.35
Customer & Shared Services	61.6	15.73
Office of Chief Executive	5.9	1.51
Total	391.7	100

3.2 The DECaTS case for change recommended the following critical key enablers in order to drive the suggested levels of efficiencies:
- Deployment of Electronic Content Management (ECM) council wide
- Deployment of HR Employee and Manager Self Serve (ESS and MSS)
- Deployment of Mobile and Flexible Working ICT where required
- Optimisation of SAP to reduced admin demand through simplified and standardised financial management processes
- Your Space progressed with majority of staff co-located and on CBC Platforms.
- Council wide buy in and behavioural changes embraced

3.3 The suggested DECaTS approach focussed on:
- Developing a Flexible Business Support Structure across the Council:
  o Moving to pooled administration support functions allowing greater resource flexibility to meet peaks and troughs of work across the Council.
  o Developing an administration management system with single systems and processes that will support the development of a shared administrative resource - including the capacity to book administration
  o Support for particular periods and purposes.

- Ensuring a Highly Professional Business Support Service:
  o Ensuring all those undertaking business support functions are highly professional and multi-skilled with fit for purpose job descriptions, strong and supportive performance management and clear career progression options to retain, motivate and develop talent.
  o Developing skill sets of business support officers to aid flexibility and mobility across the organisation.

- Reducing Unnecessary Administration and Increasing Self-Service:
  o Avoiding and reducing duplication and fragmentation of

business support across Directorates.
- o Allowing customers/officers to undertake efficient self service in areas normally requiring administrative support.
- o Development of an integrated ICT solution to facilitate self service for officers and reduce duplication of effort.

4. **OVERVIEW OF FINDINGS FROM RECENT HR PEOPLE ANALYSIS**

4.1 The indicative numbers of employees in administration or clerical related activities based on recent analysis by our HR team is set out in the table below.

4.2 This is based on a 'common sense' approach which limited the scope to those employees in the current establishment who are wholly or substantially (i.e. for more than 50% of their time) engaged in administrative or clerical activities, although some of them might also carry out elements of service delivery.

4.3 The parameters included all employees with 'administrator' or 'clerical' in their job title and who are graded at or under the top of CBG 6 which is £19,126 a year. This should exclude those who have supervisory or service delivery responsibilities as a substantial part of their duties. However, on top of those parameters, Personal Assistants are included. 30% on costs have also been added to the salary total.

4.4 In addition to these employees, as at 6 December. 70 agency staff are employed on administrative and clerical grades.

4.5

	Total Number	% of Total Number
Social Care Health & Housing	33	21.3
Children's Services	48	31.0
Sustainable Communities	45	29.0
Customer & Shared Services	26	16.8
Office of Chief Executive	3	1.9
Total	155	100

4.6 This analysis differs from the DECaTS output but reflects the significant number of administrative / clerical roles have already been reduced through the savings proposals already put in place. Also, DECaTS analysed all the authority's activity, i.e. 2,425 employees, and included all of their contributions to administrative work, which would not be picked up in the above.

5. EFFICIENCY SAVINGS ANALYSIS

5.1 Desk top analysis of the efficiencies proposals already being implemented and/or proposed for 2011/12 have identified indicative savings in the area of Administration as follows:

Efficiency / Saving	2010/11	2011/12	Total
Efficiencies agreed as part of the 2010/11 budgeting process except where accounted below	0.385	0	0.385
2010/ 11 Efficiencies including: Appendix A & B, Supplementary and Cross Cutting as per Nov & Dec Executive Reports	-	0.541	0.541
Total	0.385	0.541	0.926

5.2 The spread over cross cutting and directorate proposals is shown in the table below:

Directorate	2010/11	2011/12	Total
Social Care, Health & Housing	0.025	0.000	0.025
Children's Services	0.000	0.050	0.050
Sustainable Communities	0.163	0.115	0.278
Customer & Shared Services	0.046	0.097	0.143
Office of the Chief Executive	0.000	0.037	0.037
Cross Cutting	0.151	0.242	0.393
Total	0.385	0.541	0.926

6. CBC ADMINISTRATION PROJECT SUMMARY

6.1 **Description:**

Following the completion of Your Space, the Administration Project focuses on streamlining Business Administration and Support activity and implement simple and standard processes.

This needs to be underpinned by the provision of an Electronic Content Management System (ECM); increased use of scanning technology, standard templates to drive uniformity; standardised and rationalised range of Administration roles/grades across the authority, Employee and Manager Self Service and through maximising the use of HR and financial systems (SAP).

6.2 **Benefits:**
- The development of simplified and standardised templates to drive consistency and uniformity where possible.
- Job families and generic roles, underpinned by a competency framework that offers career development opportunities and job satisfaction.
- Opportunity to migrate and harmonise all staff to a standard CBC

contracts and terms & conditions.
- The deployment of ECM to further aid Business Support and Administration functions
- Reduction of paper based and email storage.
- Easier access to documents regardless of location and adding greater security and assurance around sensitive information.
- Easier access to information via Manager Self Service (leading to reduced requirements for centrally generated reports)
- More accurate and timely management of staff records (e.g. Holidays, expenses, sickness absence, change of circumstances etc) via Employee Self Service (leading to reduction in HR admin staff)
- Reduced requirement for ICT network/SAN capacity (leading to reduced maintenance costs, and better network performance).

Additional financial savings will be delivered from 2012-13 onwards.

6.3   **High Level Project Plans**

Key activities will include:
- Implement new 'to be' processes through BPR activity to enable process automation and workflow.
- Train appropriate administration staff in new processes and use of any new technology / tools / ECM
- Deploy ECM across the organisation and provide appropriate training and support
- Pilot new processes and tools in specific service areas.
- Review and amend processes and tools to reflect learning from pilots.
- Develop protocols and standards to ensure council-wide access to templates, standard letters and key management information.
- Agree and introduce new service level agreements as required.
- HR Change Management and Communication to support JD changes, transition process and new career pathway development.

1. Administration:

Stage 1 - Scoping & Analysis:
- Revisit DECaTS data collection to baseline existing administration activity taking place in services at a more detailed level – End March 2011
- Review options in relation to Business Support and Administration career family, underpinned by appropriate competency framework and job descriptions – End March 2011.
- Clarity of organisational roles in scope/out of scope of review and Assess flexibility requirements & capabilities (e.g. directorate specific requirements) - End March 2011
- Complete high level 'as is' process mapping - End August 2011

Stage 2 - Detailed Design and Implementation Planning:
- Detailed Business Case development and approval – supported by detailed Implementation Project Plan, Risk Assessment and Benefits Profiling and Communications Plan - Autumn 2011

Stage 3 – Implementation:

- Will be dependent upon Stage 2 output and the Implementation roll out

for ECM, ESS& MSS and SAP optimisation.

2. ECM / ESCR
- System available for deployment in business areas - End Feb 2011
- Deployment of ECM across the council - phased approach from March 2011 through to end April 2013.
- ESCR:
    - Full ESCR for Children's Services is expected to be implemented by July 2011 subject to a number of budgetary and business decisions.
    - ESCR for Adult Social care will follow the successful implementation of Children's Services ESCR.
- Further integration and development including: SAP and email archiving integration, development of electronic mailroom and replacement to paper archiving – phased approach from April 2011 through to September 2013

Above all subject to:
- ICT and business prioritisation and resource
- Additional Capital Funding of £0.300M