
TRANSFORMATION PORTFOLIO – Business Administration Project

Reason for the Report

1. To provide Members with an opportunity to consider a key project of the Shared Services Programme of the Transformational Change Portfolio, to establish a corporately managed business administration function.

Background

2. The Committee's 2011/12 work programme is focussed upon those projects that aim to transform the way the Council delivers its services. Members will recall that the seven transformation programmes are
 - Citizen Focussed
 - Commissioning and Procurement
 - Land and Buildings
 - Enabling Technology & Transformation Capability
 - People and Leadership
 - Service Redesign
 - Shared Services
3. At its meeting in January 2011 the Committee heard that the Shared Business Administration Project would be delivered in two 'waves' over the next three years. Wave one will reshape the existing administration function with a target to reduce full time equivalent posts by 15%. Wave two will consider redesign of

administrative processes and implementation of technology solutions to improve efficiency. The management of the new function will be through a centralised administrative structure.

4. Members may recall that the project is founded on six principles, which the organisation must embrace to move towards this new way of working:

Principle	Description
1	Business Administration will become a formal function within the Council. This will be supported by a dedicated administration structure with specified job roles and responsibilities. Officers will have defined opportunities to develop their careers within this structure.
2	The Business Administration function will be designed to deliver specific tasks, its role within the organisation will be clearly defined. Any undertakings beyond these agreed tasks must be agreed corporately.
3	Flexible resource management must be undertaken in order to support anticipated and unexpected fluctuations in service demand.
4	Officers must be accountable for using and following standard processes, unnecessary admin layers introduced to ensure compliance must be removed.
5	Clearly understand and define interrelationships with other change projects
6	Further efficiencies and service improvements will be achieved in the Business Administration function through end to end redesign of standard admin processes and systems. Particular consideration will be given to the customer and technology solutions.

5. To achieve the principles of this transformation project service areas' co-operation was sought to:

- Pool common administrative functions and standardise job roles wherever possible
- Remove duplication of activities
- Challenge existing working patterns
- Supervise administration at team level
- Reinforce individual responsibility and accountability to deliver work in accordance with service or corporate procedures
- Resource teams to undertake the average workflow not maximum

- Agree average timescales for appropriate tasks in order to calculate necessary resources
- Have no dedicated PA support below Chief Officer / Head of Function level
- Identify training needs to support new business admin requirements

Issues

6. Following the January 2011 scrutiny of the Business Administration project Members had a number of concerns which were relayed to the Executive specifically around:

7. **Structures** The Committee acknowledged that an organisation the size of the Council requires a clear structure for its administrative function, though had some reservations as to whether administration as a function is worthy of its own directorate. Members observed that the proposed structures were 'management' heavy and cautioned against the potential for many posts to be called 'Manager'.

In response the Executive clarified that Shared Business Administration will be a part of the Shared Services Directorate rather than a directorate in its own right and that they would ensure the number of posts called manager was taken into account when finalising the structure.

8. **Staff** Members observed that the new approach has implications for administrative staff and sought reassurance that there would be training and support to enable staff to move around the organisation and seek out new opportunities.

The Executive response was that one of the key benefits to staff of the project would be the formal career development opportunities put in place that would allow staff to develop a career within administration and also allow for more flexible movement, within the administration structure, across the Council. To achieve this it was recognised that staff will need support, particularly in training aspects around the new roles and opportunities. The proposed Cardiff Academy will help to support this training and development.

9. Critically the Committee urged that back office administration arrangements clearly support frontline services to the citizen, who must remain at the heart of all transformational change projects. The Executive responded that one of the principles that the project will be underlining in its approach to Shared Business Administration is that the citizen and customer are at the heart of all the Council does. The administrative support provided by a shared service will ensure that frontline services remain focused on the citizen.
10. In the intervening period a number of concerns about the approach have materialised. Most visibly a concern that the approach to this project was staff and structure led rather than process led. The scale of the challenge resulted in a decision to review the approach taken.
11. The outcome is a proposal that Shared Business Administration services be delivered by a mix of corporate and locally managed teams. There would be three generic teams:
- **Council wide Business Administration team** - providing services covering the whole council which do not need to be delivered locally (for example Flexi time adjustment; complaints; Members correspondence; FOI requests; updating CIS; mobile phone billing; organising training; monitoring health & safety compliance), using a single way of delivering each function for the whole council;
 - **Locational Business Administration teams** - providing 'local' support services to all teams in main buildings. Managed by Business Admin, based around a minimum 'blueprint' of services (for example filing; generic financial administration; scanning & indexing; photocopying; meeting management; minute taking; data inputting; processing applications; word processing; post; reception duties;
 - **Service Administration Support teams** - providing 'local' support to teams in a building, but managed locally by the service areas in the

building, especially where specialist service expertise is necessary to manage the admin support.

12. Attached at **Appendix 1** is the most recent Project Highlight Report., which lists the benefits to the organisation of this project as:

- An increasingly professional, flexible workforce with defined opportunities for career development – output from performance management framework measuring competencies for administrative tasks
- Standardised and simplified ways of working. Allowing the business administration function to be actively managed.
- Improved service delivery for both the internal and external customers of the Council's business administration function

13. The Project Highlight Report indicates that £60,000 of savings have already been made and projected savings for 2011/12 from this project are £1.258 million. Projected gross savings from this project over the five years to 2015/16 are £11.158 million. Funding of the project over the same period is forecast as £401,000.

14. The report forecasts the *non-financial* benefits of the project as

- Fewer FTEs engaged in support service activities
- Greater focus on front line service delivery
- Improved productivity
- Increased customer satisfaction with services
- Improved use of management information for decision making
- Improved perception of services

15. Councillor Mark Stephens, Executive Member Finance & Service Delivery, Steve Durbin, Head of Internal Services, and Julie Jones , Operational Manager Business Administration, will attend Committee to give a presentation (attached at **Appendix 2**) on progress of the Shared Business Administration project, and answer Members' questions.

Legal Implications

16. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

17. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

The Committee is recommended to:

- (i) Note the revised approach to the Shared Business Administration Project.
- (ii) Consider whether it wishes to relay any comments or observations for consideration by the Executive and senior officers.
- (iii) Consider whether it wishes to programme further consideration of the project.

MIKE DAVIES

Head of Scrutiny, Performance & Improvement

11 November 2011

Project Highlight Report – No.14

PROJECT DETAILS:			
Project Name:	Business Administration	Project ID:	SS05
This reporting period:	13 th October 2011 – 25 th October 2011	Next Period:	26 th October 2011 – 23 rd November 2011
Project Stage:	<input type="checkbox"/> Start Up <input checked="" type="checkbox"/> Planning/Initiation <input type="checkbox"/> Delivery <input type="checkbox"/> Closing		
Project Level:	<input checked="" type="checkbox"/> Project <input type="checkbox"/> Deliverable <input type="checkbox"/> Work stream		

PROJECT STATUS DASHBOARD		
Previous	CURRENT	Future
<input type="checkbox"/> Red	<input type="checkbox"/> Red	<input type="checkbox"/> Red
<input type="checkbox"/> Red/Amber	<input type="checkbox"/> Red/Amber	<input type="checkbox"/> Red/Amber
<input checked="" type="checkbox"/> Amber/Green	<input checked="" type="checkbox"/> Amber/Green	<input checked="" type="checkbox"/> Amber/Green
<input type="checkbox"/> Green	<input type="checkbox"/> Green	<input type="checkbox"/> Green

Decisions required from the Project Board:	Risk/Issue ID
1.	

Financial Information									
	Previous Yrs £000	2011/12			2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	TOTAL £000
		Target £000	Projection £000	Variance £000					
Gross Savings – General Fund	60	1,200	1,198	-2	1,202	0	0	0	2,460
Gross Savings – Non General Fund	0	0	0	0	0	0	0	0	0
Total Gross Savings	60	1,200	1,198	-2	1,202	0	0	0	2,460
Cumulative Gross Savings	60		1,258		2,460	2,460	2,460	2,460	11,158
Total Revenue Expenditure	73	123	123	0	148	19	19	19	401
Funding for Revenue Exp Identified	73	104	104	0	129	0	0	0	306
Funding Gap	0	19	19	0	19	19	19	19	95
Project Net Savings	-13	1,137	1,135	-2	2,312	2,441	2,441	2,441	10,757
Memorandum Item									
Capital Expenditure Profile	0	0	0	0	0	0	0	0	0

Original non-financial project benefits	Current forecast non-financial benefits
<ul style="list-style-type: none"> An increasingly professional, flexible workforce with defined opportunities for career development – this will be measured through; <ul style="list-style-type: none"> Implementation of the staff development scheme Number of application for the staff development scheme Output from performance management framework measuring competencies for administrative tasks Standardised and simplified ways of working. Allowing the business administration function to be actively managed – this will be measured through; <ul style="list-style-type: none"> Shorter end to end admin processes by improving the efficiency of existing admin business processes Shorter end to end admin processes by the application of appropriate IT solutions Improved service delivery for both the internal and external customers of the Council's business administration function – this will be measured through; <ul style="list-style-type: none"> Improved levels of customer satisfaction 	<ul style="list-style-type: none"> Fewer FTEs engaged in support service activities Greater focus on front line service delivery Improved productivity Increased customer satisfaction with services Improved use of management information for decision making Improved perception of services

PROJECT PLAN INFORMATION			
Baseline delivery date:	Go Live 1 – mid Jan 2012	Current forecast delivery date:	Go Live 1 – mid Jan 2012
Milestones achieved this reporting period:		Milestones not achieved this reporting period:	
Detailed re-planning completed and provided to Portfolio Management Board			

Portfolio Management Board approved new approach.	

NEXT REPORTING PERIOD:		
Key milestones due:	Baseline delivery date	Status <small>Delete as appropriate</small>
Go Live 1 'To Be' processes modelled	4/11/11	A/G
Agreement with service areas obtained for Go Live 1 processes	7/12/11	A/G
Future structure populated for Go Live 1	13/12/11	A/G
Council Wide Team & Service Desk Go Live	16/01/12	A/G
Go live 2 processes modelled	06/01/12	A/G
Agreement with service areas obtained for Go Live 2 processes	02/03/12	A/G
Future structure populated for Go Live 2	09/03/12	A/G
Council Wide Team & Service Desk Go Live 2	02/04/12	A/G
Quick wins achieved	30/03/12	A/G
Additional / residual admin functions on line	25/05/12	A/G

SIGNIFICANT CURRENT PROJECT RISKS:					
ID	Date Raised	Description (clearly highlight impact)	Owner Initials	Countermeasure(s)/Contingency	Status <small>Delete as appropriate</small>

SIGNIFICANT CURRENT PROJECT ISSUES:					
ID	Date Raised	Description (clearly highlight impact)	Owner Initials	Countermeasure(s)/Contingency	Status <small>Delete as appropriate</small>

PROJECT RESOURCES: *FTE total per Skill\Role Colour box to match RAG status R R/A A/G G						
Skill\Role Required	Oct-11	Nov-11	Dec-11	Jan - 12	Feb - 12	Mar - 12
<i>Project Manager</i>	1	1	1	1	1	1
<i>Business Analyst/Service Improvement Specialist</i>	2	2	2	2	2	2
<i>Project Support Officers</i>	0.5	0.5	0.5	0.5	0.5	0.5
<i>HR Support</i>		0.5	0.5	0.5	0.5	0.5
<i>Finance Support</i>		0.5	0.5	0.5	0.5	0.5
Project Total (FTEs)	3.5	4.5	4.5	4.5	4.5	4.5

PROJECT MANAGER COMMENTS:
<ul style="list-style-type: none"> o The detailed re-plan was presented to PMB and the new approach was approved. o Achieving savings for 2012/13 is now the responsibility of Directorates. The project will support this through implementing a Council Wide Team and working with teams to identify and deliver quick wins. o Meetings have been arranged with Corporate Directors and Chief Officers to explain new approach and explore potential quick wins. o PMB has directed Service Areas to allocate Business Change Managers to drive forward the implementation of the Council Wide Team and the quick wins. o Working with Customer Management Project to ensure synergy with their work regarding Complaints & Enquiries. o Working with DigiGOV to identify releases and processes that link to BA. o Meeting with Comms & Media to plan communications re: the change of approach and impact on service areas. o An additional Business Analyst, Claire Owens, and a PSO, Jason Young, have joined the team. o The significant current project risks and issues previously identified will be reviewed and updated with regards to the change of approach.

AUTHOR SIGN-OFF AND ASSURANCE:			
Report Author Project Manager:		Report Sign-off Project Executive:	
Report Assured TMO:			

Shared Services Programme

Business Administration Project Update

S Durbin – HoS Internal Services

J Jones – Project Manager/BA OM

Background



- Project commenced in Jan 11
- Presentation to PRAP on principles
- Identification of Admin staff through high level data collection

Story So Far

- £1.2m savings delivered 2011/12
 - FTE savings, so ongoing effect
- £1.4m already delivered for 2012/13
 - £1m to come
- Issues with original model
 - Problems with work split over many staff
 - Directorate-based model inflexible
 - Staff sometimes used as “peak” resource
 - Difficulties with clarity around OurSpace

Original

Business Administration

Directorate - Target Operating Model



Internal Services
Head of Service
Steve Durbin

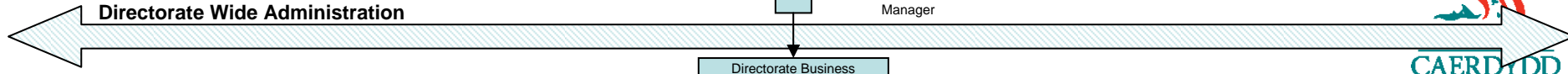


Corporate
Business Administration
Manager



Directorate Business
Admin Manager

Directorate Wide Administration



Council Wide Administration Teams

Tasks include:

- Flexi
- Sickness
- FOI
- Complaints & Enquiries
-
- WOM & Stores

Generic / Shared Administration Support

Tasks include:

- Arranging meetings
- Managing Diaries/Telephone
- Minutes
- Agendas
- Payment, requisitioning activity
- Updating CIS
- Organising Training
- Room Bookings

- Support to the Performance hub
- Support to Senior Directorate Managers
- Monitoring H&S compliance
- Administering Insurance

Location Based Generic / Shared Administration Teams

Tasks Include

- Data inputting
- Processing applications
- Word Processing
- Scanning and Indexing
- Post related duties
- Financial administration including:- Issuing and processing cheques, Issuing bills & Journal Transfers, limit orders
- Customer contact & reception duties

Service Specific Administration Teams

The following functions will be carried out across all elements of the Business Admin Structure: Document Management duties including; Data inputting, Manual filing, Typing letters, Scanning & Photocopying, Print Smart and office equipment maintenance

Administrative Support to Service Areas

Provides Administrative Support to whole Organisation

Provides Administrative Support to a Whole Directorate, Multiple Service Areas or Multiple Teams (The mix of support will vary by the specific need of each Directorate)

Provides Administrative Support to a Specific location

Provides Administrative Support to a Single Team

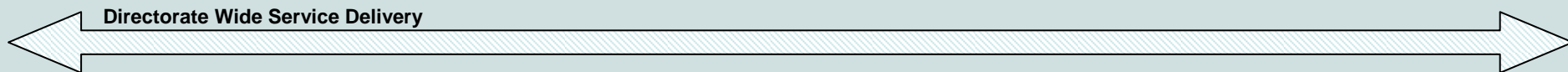
Directorate Service Areas

Service Delivery

Service Delivery

Service Delivery

Directorate Wide Service Delivery



New

Business Administration

Building based - Target Operating Model



CAERDYDD

Internal Services
Head of Service
Steve Durbin



Corporate
Business Administration
Manager



Business Admin Manager

Shared Business Administration service

10%

Council Wide Administration Teams

Tasks accessed directly include

- Flexi
- Sickness
- FOI
- Complaints & Enquiries
- Room Bookings
- Support to the Performance hub
- Support to Senior Directorate Managers
- Monitoring H&S compliance
-
- Works Order Management (WOM) & Stores

Tasks allocated via Service Desk:

- Organising Training
- Updating CIS

Location Based

Generic / Shared Administration Teams

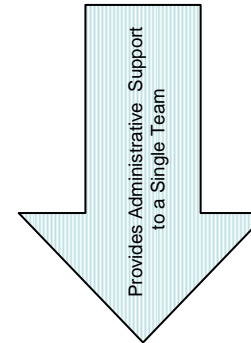
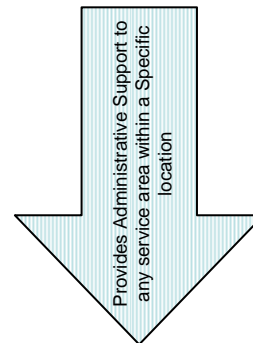
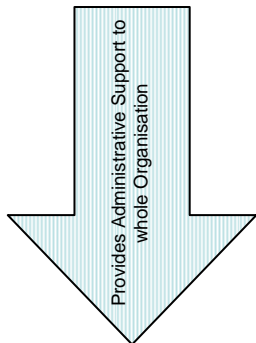
Tasks Include

- Data inputting
- Processing applications
- Word Processing
- Scanning and Indexing
- Post related duties
- Financial administration including:-, Issuing and processing cheques, Issuing bills & Journal Transfers, limit orders
- Customer contact & reception duties
- Payment, requisitioning activity
- Arranging meetings
 - Minutes
 - Agendas

Service Specific Administration Teams

The following functions will be carried out across all elements of the Business Admin Structure: Document Management duties including; Data inputting, Manual filing, Typing letters, Scanning & Photocopying, Print Smart and office equipment maintenance

Administrative Support to Service Areas



Council Wide Service Areas



Council Wide Service Delivery

Next Steps

- Communications
- Establish Council Wide Staff Pool
- Develop and Recruit to Council Wide team
- Commence Council Wide services
 - Jan 12, 10% of staff
- Work with Service Areas to identify and track savings for 2012/13
 - 90% of staff still in service area, £1m to deliver

Business Administration Milestones



		2011/12 - Monthly						2012 - Quarterly		
		Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	Apr - Jun	Jul - Sep	Oct - Dec
Council Wide BA Team - Go Live 1	Organisation & People	[Bar]			◆					
	'To Be' processes modelled	[Bar]								
	Performance (SLAs, KPIs, SOPs)		[Bar]							
	Agreement with Service Areas			◆						
	Service Desk		[Bar]							
	Admin team trained				[Bar]					
	All staff communications				[Bar]					
Go live					◆					
Council Wide BA Team - Go Live 2	Organisation & People		[Bar]				◆			
	'To Be' processes modelled		[Bar]							
	Performance (SLAs, KPIs, SOPs)			[Bar]						
	Agreement with Service Areas					◆				
	Service Desk				[Bar]					
	Admin team trained						[Bar]			
	All staff communications						[Bar]			
	Go Live							◆		
Refinement / migration final services							[Bar]			
Quick Wins	Options for Quick Wins	[Bar]								
	Agreement with Service Areas	[Bar]								
	Realisation			[Bar]						
	2012/13 savings start							◆		
Local Teams	Options for Locational BA Teams							[Bar]		
	Options for Shared Admin Support							[Bar]		
	Design & implement local teams								[Bar]	

Key Messages

- Project has and will deliver savings
 - £1.2m 2011/12 already done
- Despite TOM change and difficulties, close to original target dates
- New model gives:
 - Improved flexibility
 - Better able to cope with service peaks
 - Less reworking as services change