DUNDEE CITY COUNCIL

REPORT TO: **Personnel Committee - 12 June 2006**

REPORT ON: **Planning and Transportation Department - Support Services Division - Review of Organisational Structure**

REPORT BY: **Director of Planning and Transportation and Assistant Chief Executive (Management)**

REPORT NO.:   **317-2006**

1 PURPOSE OF REPORT

1.1 This report seeks Committee approval for proposed changes to the organisational structure of the Planning and Transportation Department, Support Services Division, following a review by the Director of Planning and Transportation and the Assistant Chief Executive (Management).

2 RECOMMENDATIONS

It is recommended that the Committee approves the following:-

2.1 the staffing structure for the Support Services Division in the Planning and Transportation Department, as detailed in Appendices 1 and 2 of this report;

2.2 the deletion of 1 post of Senior Clerical Assistant, grade GS3, £14,466 - £15,063;

2.3 the redesignation of 1 post of Clerical Assistant to Document Management Assistant, with no change in grade;

2.4 the establishment of 1 post of Senior Document Management Administrator, grade AP2, £16,515 - £17,877;

2.5 the deletion of 1 post of Building Quality Assistant, grade GS1-AP1, £10,671 - £16,116;

2.6 the redesignation of 1 post of Technician to Administrative/Technical Support Officer and amend the grade T2-4, £16,515 - £23,034 to AP2-4, £16,515 - £23,034;

2.7 the redesignation of 4 posts of Keyboard Operator, grade GS3, £14,466 - £15,063, to Document Management Officer, with no change of grade;

2.8 the redesignation of 1 post of Senior IS/IT Support Officer to Senior ICT Development and Support Officer, with no change in grade;

2.9 the redesignation of 1 posts of IS/IT Support Officer to ICT Development and Support Officer, with no change in grade;

2.10 the redesignation of 1 post of IS/IT Support Officer to ICT Projects Development Support Officer, with no change in grade;

2.11   the redesignation of 1 post of IS/IT Support Assistant to Assistant ICT Projects Officer, with no change in grade;

2.12   the redesignation of 1 post of Senior Administrative Officer to ICT Project Development Assistant, with no change in grade.

3   **FINANCIAL IMPLICATIONS**

3.1   The effect of the proposals outlined in the Appendices will result in a net saving of £2,000 within the Planning and Transportation Department's 2006/07 Revenue Budget for Staff Costs, and £4,000 in a full financial year.

3.2   A further saving of between £10,000 and £15,000 per annum over the next four financial years will be achieved within the department's Revenue Budget due to undertaking the back scanning of the Planning documentation in-house instead of using external agencies. The Head of Planning will be bringing forward proposals separately to Committee on this.

4   **LOCAL AGENDA 21 IMPLICATIONS**

4.1   None.

5   **EQUAL OPPORTUNITIES IMPLICATIONS**

5.1   None.

6   **BACKGROUND**

6.1   The Support Services Division plays a central role in planning and implementing the department's E-Government Agenda and is currently project managing the development of electronic document management and workflow systems across the department.

6.2   In addition, the Division provides direction and management of electronic delivery of services and the migration of current processes towards this.

6.3   The whole ethos of Modernising Local Government Services requires a much more diverse and flexible support workforce.

The more traditional roles within General Office Support, such as mail, filing, copying, distribution/collection, etc, will diminish in volume as they are rapidly replaced with the more efficient workflow processes and electronic production. It is essential that the staff structure is redesigned in order to accommodate and prepare for the changes as they accelerate with deployment.

6.4   A further impact of the Modernising and E-Government Agendas is being experienced within the traditional word processing/keyboard operator functions. As in paragraph 6.3 above, the department has experienced a substantial downturn in the level of word processing work being required. There has been a downward trend over the past 10 years, but this change in volume has accelerated in particular over the past 2 years.

6.5 This is further exacerbated with the explosion in the use of email, as well as the more user friendly software tools such as Word and other software packages.

These two issues have, for example, almost entirely stopped the production of departmental memoranda and correspondence, as staff now communicate directly from their PCs instead of memoranda involving word processing by keyboard operators.

6.6 There has also been a reduction generally in centrally word processed documentation, such as financial and other statistical tables, returns and reports, which users can more efficiently produce directly in spreadsheets and databases. In addition, documents and standard letters are increasingly being produced from templates within the department's major software systems, such as Uniform and Civica.

6.7 By embracing the Modernising Government and Electronic Delivery of Services within the customer focus climate, the department has had to adopt new skills and to retrain staff in all of these new areas. As mentioned above, this has been a period of rapid change which will bring greater efficiency and, most importantly, a better service delivery for the citizens of Dundee.

6.8 So far, the Division has coped with these developments within its current structure, however, to develop the support service requirements properly and to prepare for further development, it is necessary to put a structure in place to ensure that the staff can operate effectively in the new roles which are more relevant to the support service now required.

6.9 The revised structure sets out to amend the job descriptions and designations of the Clerical Support staff and the Word Processor/keyboard Operators.

The Keyboard Operators are all of high skill, ability and experience and it is proposed to utilise them in all aspects of Electronic Document Management, in order to provide much needed support in these important areas, as well as continuing to provide the ongoing keyboard activities.

In addition, they will be required to undertake responsibilities for administrative support in producing and maintaining databases, including manipulation of the Planning and Building Standards software - Uniform.

6.10 Another key element to the success of the systems and processes is a robust and sustainable quality control process.

The structure provides, therefore, for a Document Management Administrator to ensure that quality of the processes is being maintained at all times and that the development of the system is being managed and implemented within agreed protocols. The Document Management Officers (WP Operators) will also have a key role to play in the quality control of documentation across the department.

6.11 It is necessary to convert the existing Planning and Building Warrant records to electronic versions as part of the E-Planning initiative being deployed by the Planning Services Division.

This is currently being done through the use of external agencies, at an annual cost of around £20,000. This will take another 4 years or so to complete.

The revised Support Services structure will provide resources to undertake most of this work and will save approximately £10,000 to £15,000 per annum for Planning Services.

6.12 The post of Senior Clerical Assistant will be deleted once the current post holder retires on 31st August 2006.

6.13 The post of Clerical Assistant which is to be redesignated to the post of Document Management Assistant is an existing vacancy.

6.14 The post of Senior Document Management Administrator is to be filled by competitive interview from within the current Building Quality Support Team and the post of Building Quality Assistant that subsequently becomes vacant will then be deleted.

6.15 In summary, this report seeks to address the demands arising from the E-Government and Electronic Service Delivery Agendas whilst re-skilling and training existing staff currently in more traditional roles to undertake new responsibilities and to provide increased job satisfaction and more efficient support services.

6.16 The proposed Support Services Division staff structure is shown in Appendix 1 and a summary of the new, existing and deleted posts is shown in Appendix 2.

7 **CONSULTATION**

7.1 The Chief Executive, Depute Chief Executive (Finance), Depute Chief Executive (Support Services) and the relevant trade unions have been consulted in the preparation of this report.
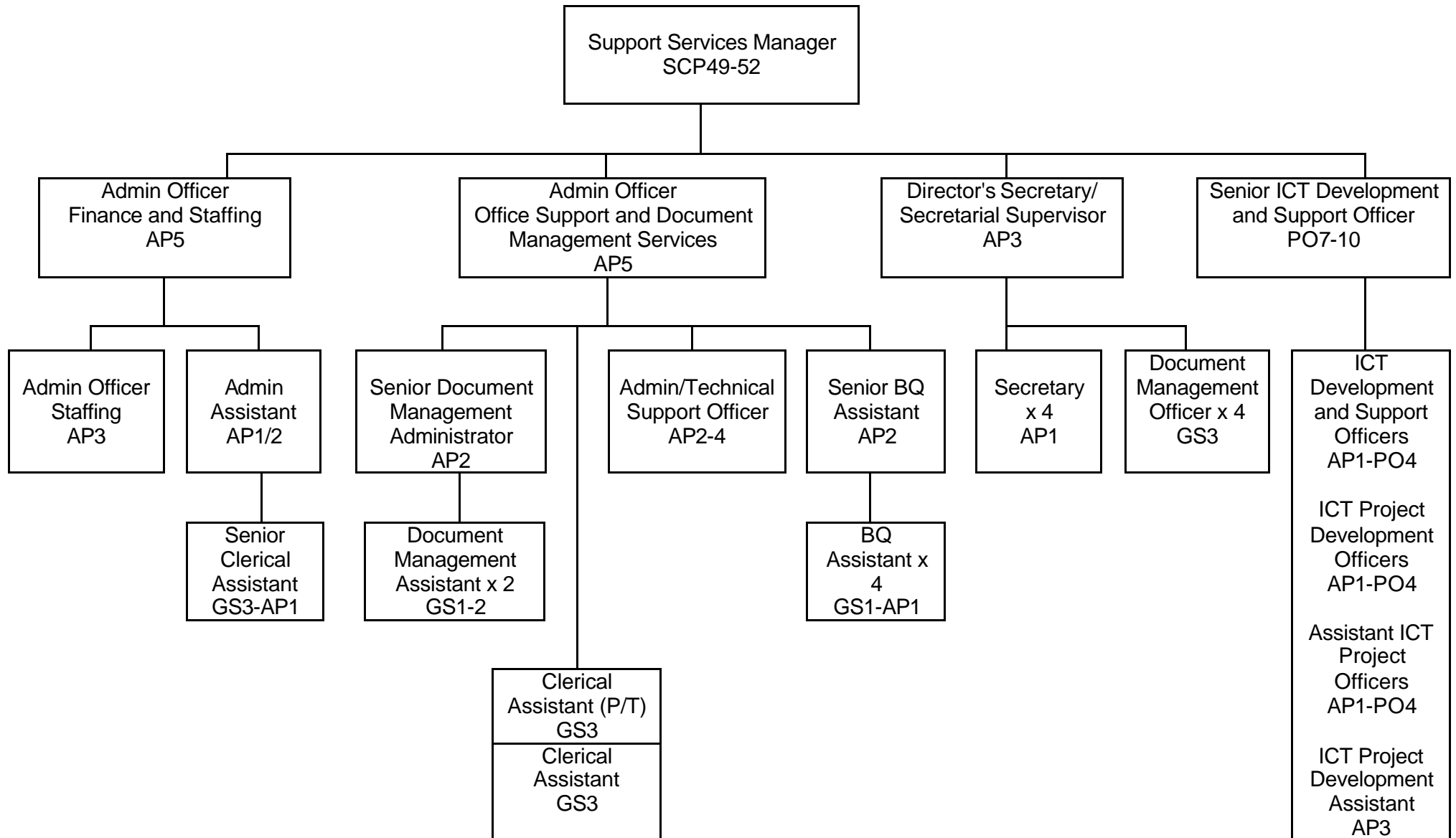

8 **BACKGROUND PAPERS**

8.1 None.

M Galloway
Director of Planning and Transportation

5 June 2006

J C Petrie
Assistant Chief Executive (Management)

5 June 2006

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                              │        SCP49-52          │
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Support Services Manager
SCP49-52

Admin Officer
Finance and Staffing
AP5

Admin Officer
Office Support and Document
Management Services
AP5

Director's Secretary/
Secretarial Supervisor
AP3

Senior ICT Development
and Support Officer
PO7-10

Admin Officer
Staffing
AP3

Admin
Assistant
AP1/2

Senior Document
Management
Administrator
AP2

Admin/Technical
Support Officer
AP2-4

Senior BQ
Assistant
AP2

Secretary
x 4
AP1

Document
Management
Officer x 4
GS3

ICT
Development
and Support
Officers
AP1-PO4

ICT Project
Development
Officers
AP1-PO4

Assistant ICT
Project
Officers
AP1-PO4

ICT Project
Development
Assistant
AP3

Senior
Clerical
Assistant
GS3-AP1

Document
Management
Assistant x 2
GS1-2

BQ
Assistant x
4
GS1-AP1

Clerical
Assistant (P/T)
GS3

Clerical
Assistant
GS3

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PLANNING AND TRANSPORTATION DEPARTMENT - REVIEW OF SUPPORT SERVICES STAFF STRUCTURE

CURRENT		PROPOSED		
Designation	**Grade**	**Designation**	**Grade**	**Action**
Support Services Manager	SCP49-52	Support Services Manager	SCP49-52	
Customer and Office Services		Office Support & Document Management Services		
Administrative Officer	AP5	Administrative Officer	AP5	
Senior Clerical Assistant	GS3	*Delete Post*	GS3	Postholder retires 31.08.06 - delete post
Clerical Assistant	GS1-2	Document Management Assistant	GS1-2	Redesignate - no change to grade
		Document Management Assistant	GS1-2	
Clerical Assistant	GS1-2	*Delete Post*	GS1-2	
		Senior Document Management Administrator	AP2	To be filled from current staff in Division and delete subsequent vacancy
	AP1	*Delete Post*	AP1	
Clerical Assistant - P/T	GS3	Clerical Assistant - P/T	GS3	
Clerical Assistant	GS3	Clerical Assistant	GS3	
Senior Building Quality Assistant	AP2	Senior Building Quality Assistant	AP2	
Building Quality Assistant (x 5)	GS1-AP1	Building Quality Assistant	GS1-AP1	
Technician	T2-4	Administrative/Technical Support Officer	AP2-4	Redesignate and amend grade
Finance and Staffing Services		Finance and Staffing Services		
Administrative Officer (Finance and Staffing)	AP5	Administrative Officer (Finance and Staffing)	AP5	
Administrative Assistant (Finance)	AP1-2	Administrative Assistant (Finance)	AP1-2	
Senior Clerical Assistant (Finance)	GS3-AP1	Senior Clerical Assistant (Finance)	GS3-AP1	
Administrative Officer (Staffing)	AP1-3	Administrative Officer (Staffing)	AP1-3	
Secretarial Services		Secretarial Services		
Director's Secretary/Secretarial Supervisor	AP3	Director's Secretary/Secretarial Supervisor	AP3	
Secretary/Keyboard Operator (x 4)	AP1	Secretary/Keyboard Operator	AP1	
Keyboard Operator (x 4)	GS3	Document Management Officer	GS3	Redesignate - no change to grade
IS/IT Support Services		IS/IT Support Services		
Senior IS/IT Support Officer	PO7-10	Senior ICT Development and Support Officer	PO7-10	
IS/IT Support Officer	AP1-PO4	ICT Development and Support Officer	AP1-PO4	
IS/IT Support Officer	AP1-PO4	ICT Projects Development Support Officer	AP1-PO4	
IS/IT Support Assistant	AP1-AP4	Assistant ICT Projects Officer	AP1-PO4	Career grade
Senior Administrative Assistant	AP3	ICT Projects Development Assistant	AP3	