

DUNDEE CITY COUNCIL

REPORT TO: Personnel and Management Services Committee - 8 January 2001

REPORT ON: Information Technology Division - Review of Organisational Structure

REPORT BY: Chief Executive and Director of Personnel and Management Services

REPORT NO: 610-2000

1 PURPOSE OF REPORT

1.1 To recommend a revised organisational structure for the Information Technology Division.

2 RECOMMENDATIONS

It is recommended that the Committee:-

2.1 approves the revised organisational structure outlined in the appendices to this report;

2.2 notes that the appointment of the Head of Information Technology will be made by the Personnel Appointments Sub Committee;

2.3 instructs the Chief Executive and Director of Personnel and Management Services to initiate the necessary procedures and to make appointments to other vacancies after competitive interview of existing employees.

3 FINANCIAL IMPLICATIONS

3.1 The adoption of the recommendations contained in this report will result in a full year saving of £147,700, inclusive of employer's costs.

4 LOCAL AGENDA 21 IMPLICATIONS

4.1 None.

5 EQUAL OPPORTUNITIES IMPLICATIONS

5.1 The appointment process will be carried out in accordance with the Council's equal opportunities policy. Applications will be sought from existing employees of the Division and appointments will be made after competitive interview.

6 EXISTING SENIOR MANAGEMENT STRUCTURE

- 6.1 At local government re-organisation in 1995/96, the following senior management structure was adopted for the Information Technology Division:-

Chief Information Technology Officer	CO31, now £53,868;
Customer Services Manager	SCP60-63, now £40,797 - £43,671;
Support Services Manager	SCP57-60, now £37,992 - £40,797;
Engineering Manager	SCP57-60, now £37,992 - £40,797;
Software Development Manager	SCP57-60, now £37,992 - £40,797;
Central Operations Services Manager	SCP57-60, now £37,992 - £40,797.

At its meeting of 18 October 1999, the Personnel and Management Services Committee approved the redesignation of the post of Chief Information Technology Officer to Director of Information Technology.

- 6.2 At its meeting of 27 March 2000, the Personnel and Management Services Committee considered Report No. 188-2000 (Information Technology Division - Future Developments) by the Chief Executive and Director of Personnel and Management Services.
- 6.3 The Committee approved the retirement of the Director of Information Technology; authorised the Director of Personnel and Management Services to agree interim arrangements for the operation of the Division; authorised the Director of Personnel and Management Services and the Chief Executive to prepare a new streamlined structure for the Division; and authorised the Chief Executive to submit a bid for funding made available by the Scottish Executive to help develop and deliver new information and communication technologies in the delivery of Council services.
- 6.4 After competitive interview, the interim arrangements put in place included the allocation of additional responsibilities to 3 members of the Division's senior management team and the payment of related higher duty payments.

7 PROPOSED SENIOR MANAGEMENT STRUCTURE

- 7.1 The senior management structure proposed by the Chief Executive and Director of Personnel and Management Services is as follows:-

Head of Information Technology	CO31, £53,868;
IT Implementation Manager	SCP60-63, £40,797 - £43,671;
IT Support Manager	SCP60-63, £40,797 - £43,671;
IT Software Manager	SCP53-56, £34,578 - £37,104.

This is a reduction of 2 posts in the senior management structure.

- 7.2 It is proposed that appointments to all of the posts proposed in paragraph 7.1 above should be made by inviting applications from existing employees of the Information Technology Division. The Head of Information Technology will be appointed by the Personnel Appointments Sub Committee. Other appointments will also be made after competitive interview.

- 7.3 The revised management structure detailing responsibilities and the number of employees managed is outlined in Appendix 1.

8 FURTHER INFORMATION

- 8.1 The current organisational structure was designed to deliver and support departmental IT systems developed predominantly in-house and designed to be used by experienced employees. However, the current structure is not suited to the delivery of e-government goals.
- 8.2 The revised structure outlined in the appendices attached reflects the e-government demand to deliver customer-focused services. This will be achieved through the application of new software tools and skill-sets which will provide information to, and process interactive transactions with, the citizen. Services will be designed (and updated, where necessary) to support the objectives of the Modernising Government agenda: these include ease of use, direct use by citizens, and commonality of data, including name and address.
- 8.3 The relentless increase in the level of IT infrastructure, which is supported by the Division, is resulting in a continued increase in the Division's workload and this trend will continue for the foreseeable future.
- 8.4 The IT Software Manager will be responsible for the enhancement, implementation and support of in-house developed applications and for tailoring of applications purchased from the marketplace. The proposed structure of the Software Section is outlined in Appendix 2. The structure reflects the need to prioritise software expertise in project groups which will review, restructure and present a vast amount of core system data and functionality in ways which will improve services to the public.
- 8.5 The IT Implementation Manager will be responsible for the overall delivery of all ICT solutions and projects for the Council. The Division's administrative function will also report to the postholder. The proposed structure of the Implementation Section is outlined in Appendix 3.
- 8.6 The IT Support Manager will be responsible for the maintenance, support and operation of all the Council's hardware, networking and desktop and operating software. The proposed structure of the Support Section is outlined in Appendix 4.
- 8.7 An analysis of the Division's establishment is outlined in Appendix 5.

9 CONSULTATION

- 9.1 The Director of Finance and Director of Support Services were consulted in the preparation of this report.

10 **BACKGROUND PAPERS**

10.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.

11 **SIGNATURE**

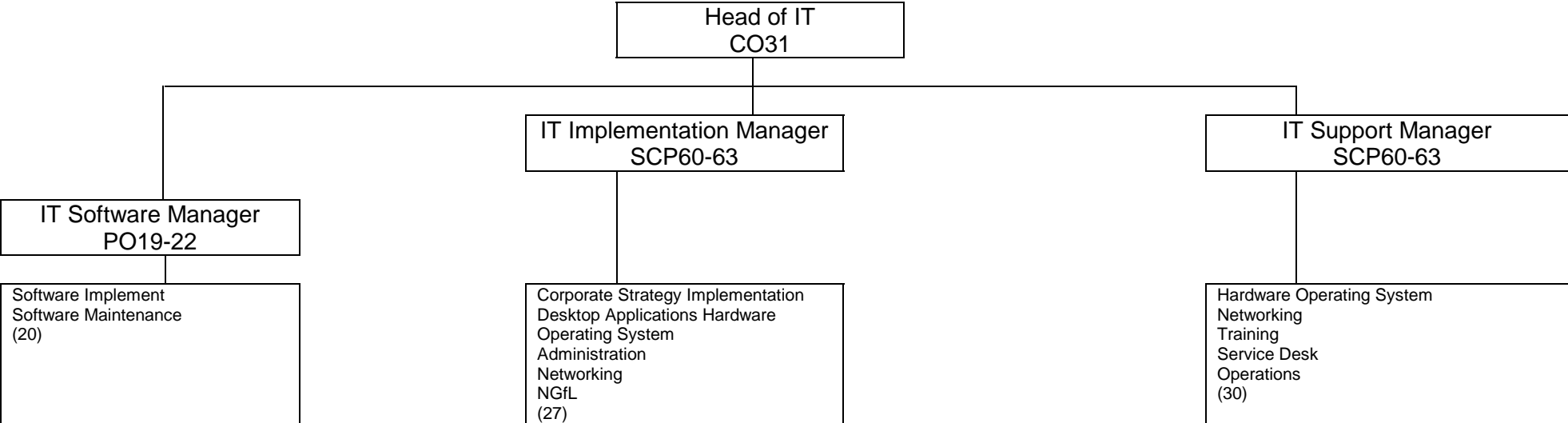
A. Stephen,
Chief Executive

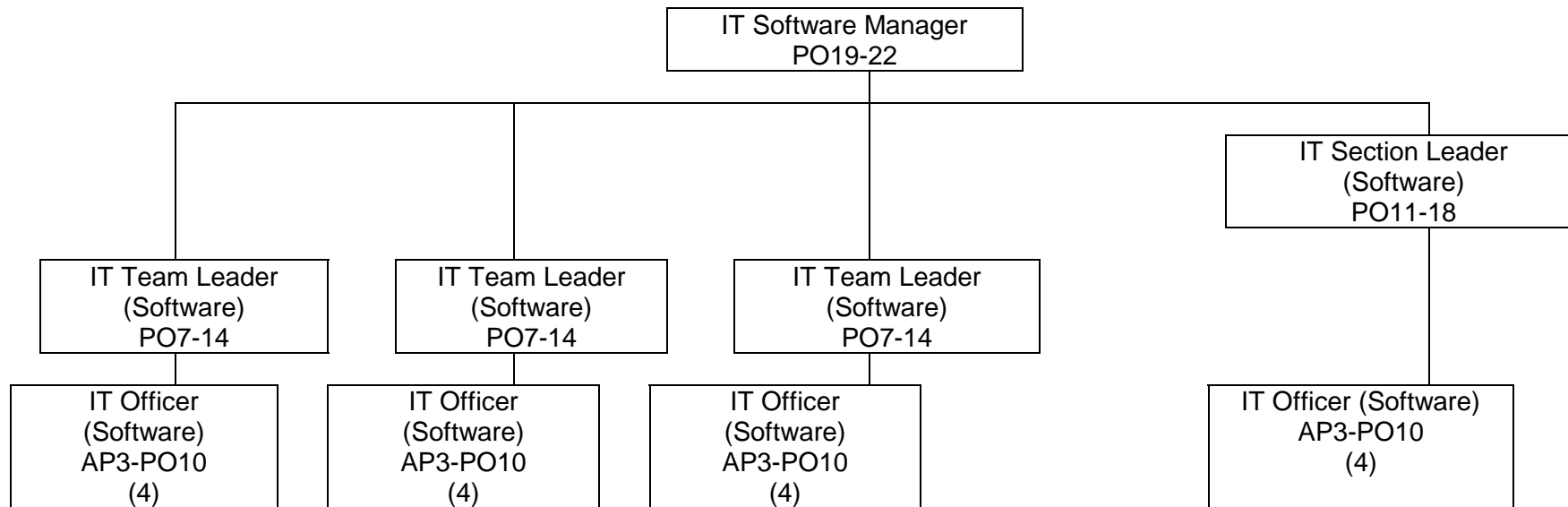
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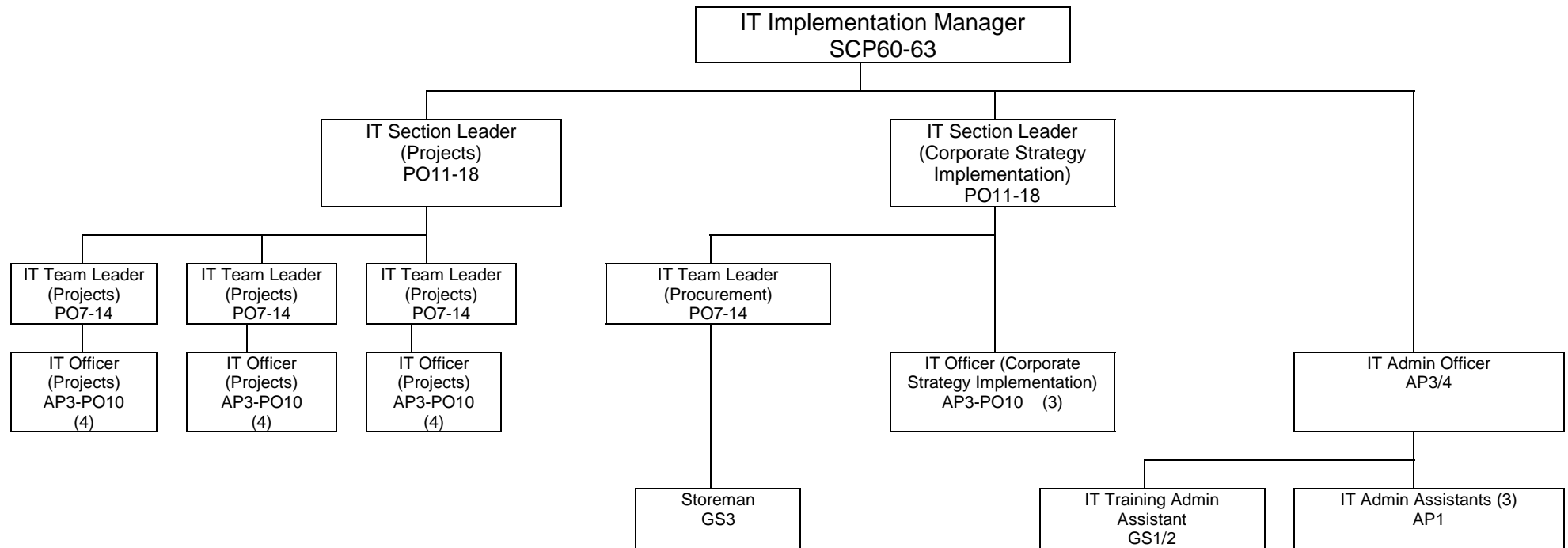
J.C. Petrie
Director of Personnel and Management Services

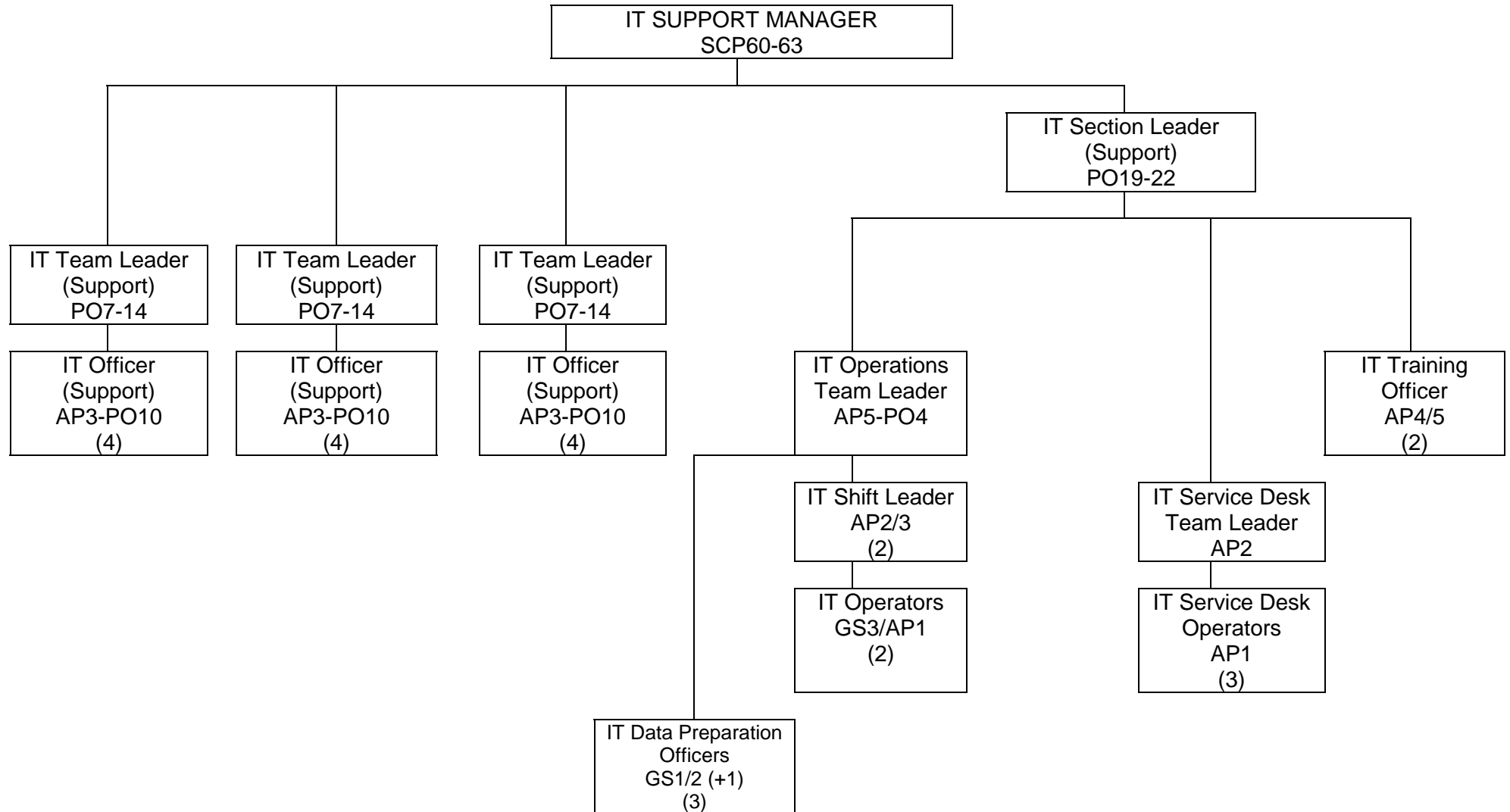
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IT DIVISION MANAGEMENT TEAM AND STAFFING



SOFTWARE SECTION STAFFING STRUCTURE

IMPLEMENTATION SECTION STAFFING STRUCTURE

SUPPORT SECTION STAFFING STRUCTURE

Appendix 5

Post title	Current No. of Posts	Current Grade	Proposed No. of Posts	Proposed Grade
Director of Information Technology	1		0	
Head of Information Technology	0		1	CO31
Customer Services Manager	1	SCP60-63	0	
IT Implementation Manager	0		1	SCP60-63
IT Support Manager	0		1	SCP60-63
Support Services Manager	1	SCP57-60	0	
Engineering Manager	1	SCP57-60	0	
Software Development Manager	1	SCP57-60	0	
Central Operations Services Manager	1	SCP57-60	0	
IT Support Manager	0		1	SCP53-56
IT Section Leader (Support)	0		1	PO19-22
IT Training Team Leader	1	PO11-18	0	
IS Team Leader	1	PO11-18	0	
IT Development Section Leader	3	PO11-18	0	
IT Section Leader (Corporate Strategy Implementation)	0		1	PO11-18
IT Section Leader (Implementation)	0		1	PO11-18
IT Section Leader (Software)	0		1	PO11-18
IT Network Team Leader	1	PO7-14	0	
Education Installation Team Leader	1	PO7-14	0	
Installation Team Leader	1	PO7-14	0	
Procurement Team Leader	1	PO7-14	0	
Maintenance Team Leader	1	PO7-14	0	
IT Development Team Leader	6	PO7-14	0	
IT Operations Support Team Leader	1	PO7-14	0	
IT Team Leader (Projects)	0		3	PO7-14
IT Team Leader (Procurement)	0		1	PO7-14
IT Team Leader (Support)	0		3	PO7-14
IT Team Leader (Software)	0		3	PO7-14
IT Technical Officer	5	AP3-PO10	0	

Post title	Current No. of Posts	Current Grade	Proposed No. of Posts	Proposed Grade
IT Engineer	15	AP3-PO10	0	
IT Development Officer	18	AP3-PO10	0	
Operations Support Officer	3	AP3-PO10	0	
IT Officer (Projects)	0		15	AP3-PO10
IT Officer (Support)	0		12	AP3-PO10
IT Officer (Software)	0		16	AP3-PO10
Operations Control Team Leader	1	AP5-PO4	0	
IT Team Leader (Operations)	0		1	AP5-PO4
IT Trainer	2	AP4/5	0	
IT Training Officer	0		2	AP4/5
IT Business Support Officer	1	AP3/4	1	AP3/4
Operator Grade 1	2	AP2/3 + shift allowance	0	
IT Shift Leader	0		2	AP2/3 + shift allowance
IT Service Desk Team Leader	1	AP2	1	AP2
IT Business Support Assistant	3	AP1	3	AP1
IT Service Desk Operator	3	AP1	3	AP1
Operator Grade 2	2	GS3-AP1 +shift allowance	0	
IT Operator	0		2	GS3-AP1 +shift allowance
IT Administrative Assistant	1	GS3	0	
IT Storeman	0		1	GS3
Data Preparation Officer	4	GS1/2 (+1)	3	GS1/2(+1)
IT Training Administrator	1	GS1	1	GS1
TOTAL	85		TOTAL	81