

Report to Joint Consultative and Safety Committee

Subject: Restructure of Customer Services & IT

Date: 23rd October 2012

Author: Service Manager (Customer Services and IT)

1. Purpose of the Report

This report presents a proposal for a minor staffing restructure within the Customer Services & IT functions which can be accommodated within existing staffing costs.

The report also deals with the required savings arising from an approved Cashiering Efficiency bid.

The report has links with another staffing restructure proposal, within the same Directorate, which covers more significant changes in respect of Revenue Services. These proposals include the transfer of the Housing Benefit Home Visiting Function to Customer Services.

The report proposes the creation of a Customer Insight Officer which is recommended to be established within the Communications Team. Funding for this activity can be achieved by savings identified within the Revenue Services staffing restructure report.

2. Background

Members will recall that in January 2012, to support the Chief Executive, Corporate Director and Service Manager roles were established which enabled a more effective bringing together of related activity under a set of new managerial arrangements. At that time, the Customer Service, IT and Corporate Administration functions came together to form the remit for one of the newly created Service Managers.

The designated Service Manager has taken the opportunity from January 2012 to review the operation of the teams and to consider what changes might be required to enhance the current arrangements.

During the period from January 2012 a number of temporary arrangements were put in place including secondments in and out of Customer Services. These activities have contributed to the rationale behind the proposals put forward within this report in respect of Customer Services.

The rationale behind the proposals put forward within this report in respect of IT arise from experiences gained during a long term secondment of the IT Technical Manager to Electoral Services together with a purposely held vacancy of the Senior IT Support Officer.

The overall proposed changes are not significant and can be viewed as fine tuning of some managerial aspects, capacity adjustment within IT to deal with research and development, the transfer of a 'front facing' function from Revenue Services to Customer Services, and an adjustment the initial point of contact for IT.

It is proposed that the required savings arising from the approved Cashiering efficiency bid are dealt with as part of this exercise.

The proposal to create capacity to support Customer Insight activity follows the benefits which are being realised from the current secondment of resource from Customer Services to the Communications Team to enable the delivery of these functions.

3. Proposal

The existing and proposed structure appears at appendix (a) and (b).

Customer Services

Overview

The current arrangement of 1.4 'line managers' is not ideal and it is therefore proposed that one person is in overall charge of the function. In addition, the managerial support roles beneath the 'line manager' need to be robust and, at the same time have the capacity to deliver the day to day operational service.

Taking into account the significantly reduced support from the Service Manager in comparison with the pre January 2012 arrangements, it is proposed that the managerial arrangements for Customer Services comprise of one Customer Services Manager, One Assistant Customer Services Manager and One Customer Services Duty Manager.

Since its inception the Customer Service function has significantly expanded and matured and currently handles most of the Councils first point of contact in

respect of face to face and telephony. In addition, a multi-agency service delivery environment is becoming the accepted norm.

Supplementing these proposals and to develop an enhanced 'customer focused' working relationship with citizens who interact with the Council using white mail it is proposed to integrate the day to day line managerial arrangements of the Corporate Administration Team with Customer Services.

The current managerial arrangements within Customer Services are a mixture of both full time and part time which is not conducive to the operation of the service. The Service Manager will be seeking to establish the three managerial positions on a full time basis.

These proposals will enable the Customer Services Line Manager, in conjunction with the Service Manager, to focus on the development, performance and quality of the service whilst being appropriately supported by a deputy Manager whose role will include front and back office interaction and the duty manager who will deal exclusively with day to day demand management.

Using savings generated from the Revenue Services staffing report it is proposed to create a post to handle Customer Insight. Customer Insight activity has been the focus of one of the temporary secondments from Customer Services over the past few months and has proved to be very beneficial. The creation of a dedicated resource to lead on Customer Insight would enable the Council to have an overarching expertise and sense of corporate direction in this area. The function would enable the bringing together of 'themes' and 'customer intelligence' from a number of different Service Managers. The function would have expertise in the gathering, and analysis of 'customer intelligence' including information gathering techniques and tools.

Specific Proposals

One Stop Manager

It is proposed that the current established position of One Stop Manager (1.4 FTE) is deleted and that a new post of Customer Services Manager (1.0 FTE) is created.

Following a review against the Councils Job Evaluation Scheme, which has taken account of the reduced level of operational support from the Service Manager, the recognition of the requirements of the role including the range of activity, taking responsibility for the Corporate Administration Team, budgetary responsibility and multi-agency working; it is proposed that the post is graded at Band 10 (to be confirmed - Subject to Job Evaluation).

One Stop Assistant Manager

It is proposed that the current established position of One Stop Assistant Manager (2.0 FTE) is deleted and that two new posts are created as follows:

Customer Services Assistant Manager (1.0 FTE)

Following a review against the Councils Job Evaluation Scheme, which has taken account of the recognition of the requirements of the role it is proposed that the post is graded at Band 8.

Customer Services Duty Manager (1.0 FTE)

Following a review against the Councils Job Evaluation Scheme, which has taken account of the recognition of the requirements of the role it is proposed that the post is graded at Band 7.

Housing Benefit Visiting Officers

In conjunction with the Revenues Services Staffing Restructure Report of the same date, which is being considered by this Committee, it is proposed that the defined establishment of 1.6 FTE at its current level of Grade and duties is transferred to be an integral part of the Customer Services function. This team will be managed by the Customer Services Assistant Manager as their core function is dealing with home visits as opposed to the Customer Services core delivery team who primarily deal with Customers who make contact with the Council by phone or personal visit. In due course, there will be the opportunities to mix and match the resources of the teams as the demand dictates.

Customer Insight Officer

It is proposed to create a new post of Customer Insight Officer with an establishment of 0.59 FTE. The post would become part of the Communications Team.

Following a review against the Councils Job Evaluation Scheme, which has taken account of the recognition of the requirements of the role it is proposed that the post is graded at Band 7.

Cashiering Efficiency

The cashiering efficiency bid which was proposed and approved on the basis of the closure of the cash office and the installation of self service facilities within reception requires an on-going saving of £31,500. The original proposals have not been implemented primarily due to the allowance of a longer lead time to enable a fuller assessment of the available, viable options. The proposals within

this report deal with required savings the major aspects of which would take effect from 2013/14.

Information Technology

Overview

In order ensure that the Council is appropriately and continually aligned with emerging underlying technologies and compliant with an acceptable level of IT security it is proposed to formally split the IT function into two distinct elements both of which would report to the Service Manager.

A research and development function, at principal officer level, will lead on aspects covering infrastructural and underlying technology deployments; investigating and signing off the technical and security credentials for new and upgraded IT Systems; establishing and maintaining arrangements in respect of the IT Security agenda; IT Policy development and IT System Licence compliance. In addition, this role will lead and develop the arrangements in respect of the delivery if IT desktop training; maintain and develop commercial interests and, where appropriate to do so, develop the existing partnership working arrangements with 'partner' Councils.

To deal with the operational and technical delivery of the IT Service to all end users it is proposed to create an IT Services delivery function. The delivery function will manage the IT Technical Team and deal with all aspects of day to day support. End users include Elected Members, Civic Centre and remotely based staff, authorised commercial customers and partner 'agencies'. In addition to the day to day operational and technical delivery of services; the Team will provide IT desktop training. This critical function requires the expertise and capacity to be able to respond to and deal with a variety of levels of internal and external users who are utilising a mix of fixed, remote and mobile technologies. Services are currently and will continue to be delivered using industry standard first, second and third line support methodology.

To strengthen and enhance the capacity of the first line IT Support function it is proposed to delete the senior IT support officer post and bolster the IT support officer function. The rational for this proposal is to recognise that the staffing and responsibilities that were part of the remit of the senior post no longer exist and the provision of more capacity at the lower level will increase the instances of resolution at first port of call and, provide capacity at the IT Technical Officer level to focus on the delivery more complex tasks.

Specific Proposals

IT Technical Manager

It is proposed that the remit of this role is changed to enable a focus on research and development, IT security, Policy development, IT Training and budgetary control. Under the proposed changes, the Senior IT Developer would report to this post holder.

Following a review against the Councils Job Evaluation Scheme, which has taken account of the revised requirements of the role it is proposed that the post remains at its existing level at Band 10.

It is proposed that the post is renamed as IT Research and Development Manager.

Senior IT Technical Officer

It is proposed that the current established position of Senior IT Technical Officer (1.0 FTE) is deleted and that a new post of IT Service Delivery Manager (1.0 FTE) is created.

Following a review against the Councils Job Evaluation Scheme, which has taken account of the requirements of the role it is proposed that the post is graded at Band 9.

Senior IT Support Officer

It is proposed that the current established position of Senior IT Support Officer (1.0 FTE) is deleted.

IT Support Officer

It is proposed that an additional IT Support Officer Post is created (1.0 FTE) which, in the first instance, may be considered suitable for a long term Apprentice placement.

4. Resource Implications

A detailed breakdown of the financial implications contained within this report appear at appendix c

All the proposals can be achieved within existing approved staffing costs.

There is an element of resource transfer between Revenue and Customer Services the details of which are articulated in both reports.

The proposed creation of a Customer Insight Officer can be funded from savings identified within the Revenue Services Report.

5. Staffing Implications

Potentially there are a number of post holders that will be affected by these proposals, should they be supported following consultation. Posts proposed for deletion that are currently occupied or vacant are:

- One Stop Manager (FRO01); 1.4FTE
- Assistant One Stop Manager (FRO02); 2.0 FTE
- Cashier (FRI03B) 1.0 FTE (Vacant)
- Senior IT Technical Officer (PIT02)
- Senior IT Support Officer (PIT03) (Vacant)

The Council has in place protocols that are accepted to help ensure that, where possible, current employees are not displaced. These will be observed and, in particular, new posts created in the proposals will be ring-fenced for competition from potentially displaced employees in the first instance. Should there be potentially displaced employees remaining following such an exercise to try to redeploy, any remaining vacancies will be then advertised on an internal-only basis in order to try to create other suitable vacancies that might be suitable for redeployment. Throughout these processes, however there is no guarantee of appointment as applicants will need to demonstrate the necessary skills and competency through the application and selection process.

Any post remaining unfilled following the ring fenced recruitment process for the “at risk employees” will be advertised internally within the Council and open to application from all permanent staff. Should there be no other internal applicants at this stage other than the at risk candidates, then these employees would not be re-interviewed at this stage without competition and such vacancies would be put out for external advertisement. Internal candidates, including those potentially at risk would then again be eligible to apply for these vacancies.

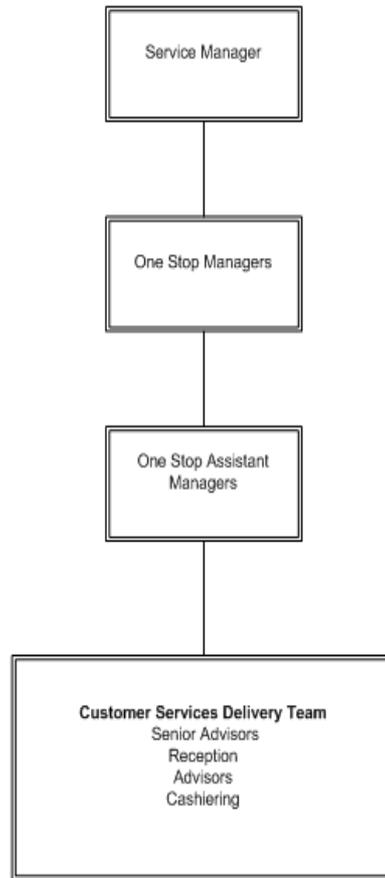
If there are any unsuccessful at risk staff from this restructure following this process, then those individuals would remain at risk of redundancy and, if possible, alternative suitable employment will be sought from within the Council. Should this not be possible, the issue of redundancy notices may be necessary.

6. Recommendation

The JCSC Committee is asked:

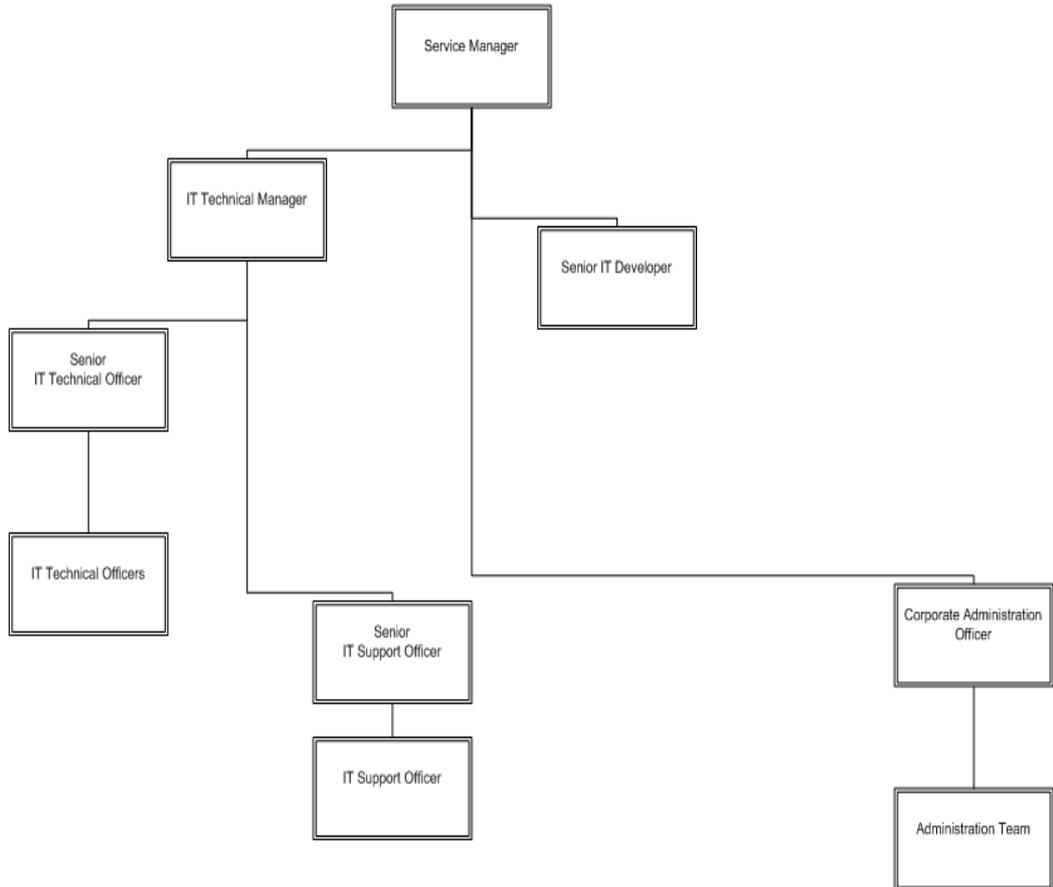
1. To note the detailed report
 2. To receive initial comments from employees and union representatives,
 3. To invite employees affected by the proposal, and trade union representatives, to consider the proposal and to forward comment or suggestion to the Corporate Director that will be reported back to, and considered by this JCSC towards the end of the formal consultation period.
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- The staffing implications and potential implementation timetable have been considered by the Service Manager (Organisational Development)
 - A proposed timetable of events appears at appendix g
 - Monitoring Officer Comments appear at appendix h

**Appendix a Existing Customer Services
Structure (1st January 2012)**

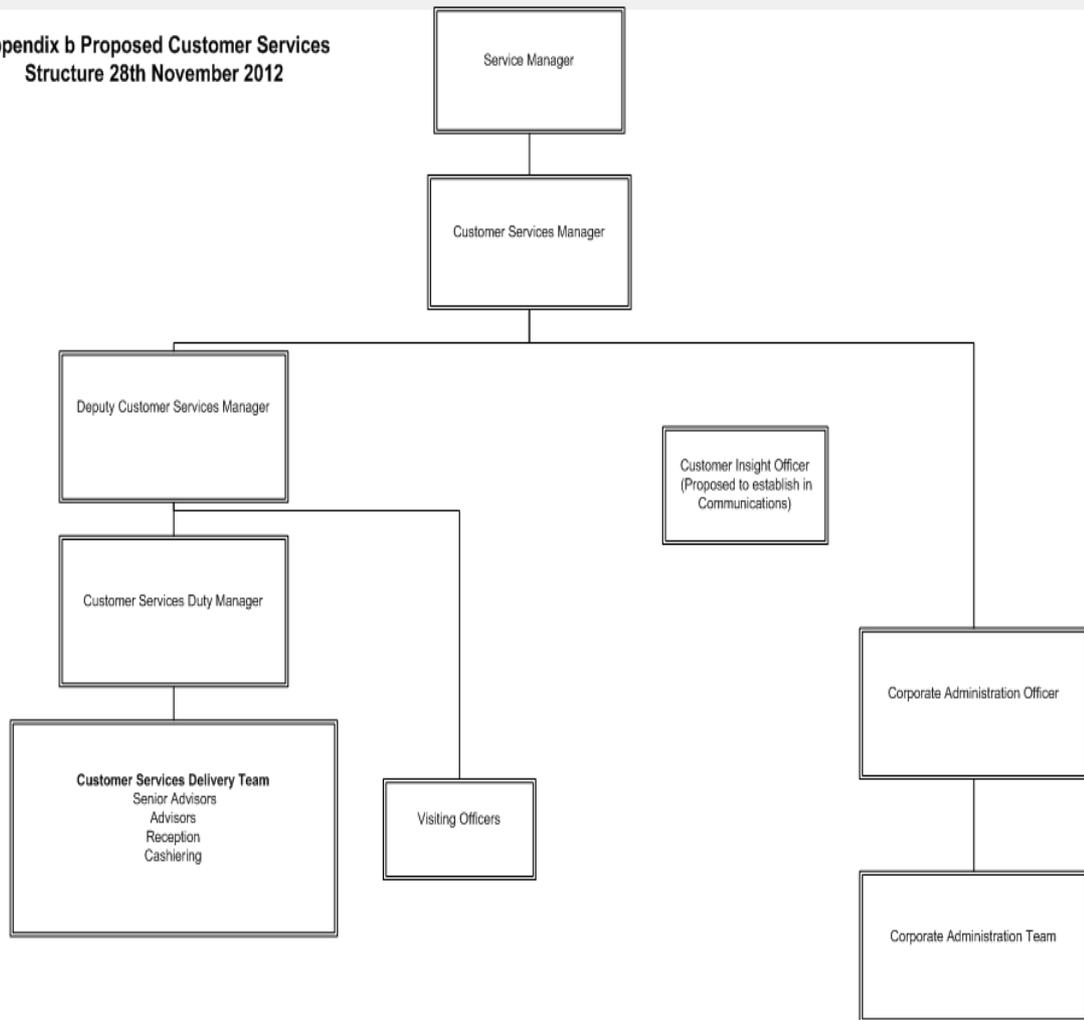


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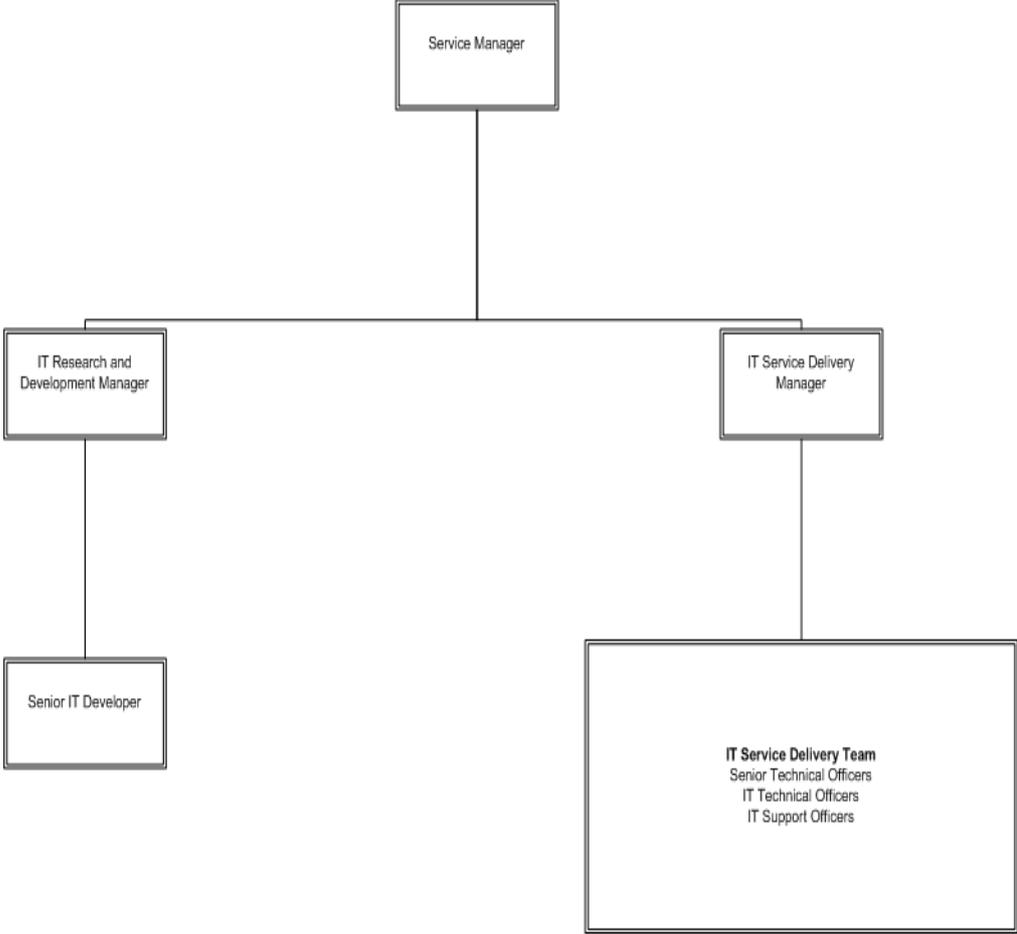
**Appendix a Current IT and Corporate
Administration Structure (1st January 2012)**



**Appendix b Proposed Customer Services
Structure 28th November 2012**



Appendix b Proposed IT Structure (28th November 2012)



Appendix c Detailed Financial Implications – Customer Services

Proposals (Including Employer Costs)	Cost of Proposal
Delete One Stop Manager Post (FRO01); 1.4 FTE	-50,000
Create Customer Services Manager (Band 10) (To Be Confirmed; Subject to Job Evaluation)	38,900
Delete One Assistant One Stop Manager Posts (FRO02); 2.0 FTE	-59,200
Create One Stop Manager (Band 8)	33,000
Create Customer Services Duty Manger (Band 7)	29,645
Resource Transfer (Revenue Services to Support Customer Insight and Housing Benefit Visiting Officers)	-58,866
Create of Customer Insight Officer 0.59 FTE; (Band 7)	17,300
Transfer existing compliment of Housing Benefit Visiting Officers from Revenue to Customer 1.60 FTE; (Band 5)	38,866
Delete Cashier Post (FRI03B) 1.0 FTE; (Band 3) <u>(Effective from 2013/14)</u>	-19,107
Reduce Customer Services approved base budget for Overtime <u>(Effective from 2013/14)</u>	-4,530
Reduce Customer Services approved base budget for Agency Support <u>(Effective from 2013/14)</u>	-1,000
Total Additional/Reduced Costs	-34,992
Savings required from Cashiering Efficiency bid (CSOD/EF1)	31,500
Total Additional/Reduced Gross/Net Costs	-3,492

Appendix d Appendix b Detailed Financial Implications – IT

Proposals (Including Employer Costs)	Cost of Proposal
Delete Senior IT Technical, Officer (PIT02)	-33,000
Create IT Service Delivery Manager 1.0 FTE; (Band 9)	35,983
Delete Senior IT Support Officer Post (PIT03) 1.0 FTE; (Band 5)	-23,752
Create additional IT Support Officer 1.0 FTE; (Band 3)	19,017
Total Additional/Reduced Costs	-1,752

Combined Position

Proposals In Respect Of:	Financial Implications
Customer Services	-3,492
IT Services	-1,752
Net Position	-5,244

Appendix e Existing and Proposed Customer Services Job Descriptions

ONE STOP SHOP MANAGER

FRO02

SALARY

Band 9

DEPARTMENT

Customer Services & Organisational Development

SECTION

Customer Services

LOCATION

Civic Centre, Arnot Hill Park, Arnold, Nottingham.

RESPONSIBLE TO

Customer Services Manager

RESPONSIBLE FOR

Assistant One Stop Shop Manager, One Stop Shop Advisors, Receptionists

KEY ACTIVITIES

- 1) Management of the one stop shop service.
- 2) Liaison with the Service Department Managers across the Council and to develop the operation of Council Business from the member of public perspective.

MAIN DUTIES

- 1) Delivering a one stop shop service for the public ensuring the service meets demands and is effective in offering a comprehensive advisory and support function for all relevant functions.
- 2) To manage the Council's one stop shop service, ensuring individual services are delivered to meet service standards.
- 3) Develop the one stop shop service to include new services, liaising with Service Heads on ways to effectively deliver these.

- 4) Develop the one stop shop service to reach all areas of the Borough, identifying opportunities for innovative ways to deliver the service.
- 5) Liaise with partner and associated bodies to integrate their services with the Council's One Stop Shop.
- 6) Ensuring all One Stop Shop staff are fully trained and developed to deliver all functions, putting in place a training programme and ensuring skills and knowledge are up to date.
- 7) Managing the Council's complaints process. Receiving, recording and monitoring all formal complaints received including regular management reporting.
- 8) Acting as advisor the Service Heads on best practice with respect to customer care, including improvements to processes, production of information and promotion of services.
- 9) Any other duties of a nature consistent with the above grade which may arise from time to time within the department.

CONTACTS

Public, Government Agencies, other Local Authorities, other departments.

CAR ALLOWANCE

A casual car users allowance attaches to this post.

HOURS

A total of 37 hours per week.

The Council's flexitime scheme does apply to this post. However the nature of the work is such that rota arrangements will be needed to cover opening hours of 8.30am to 6.00pm. There is a possibility of extending opening to include Saturday mornings, those will be worked on a rota basis with time off in lieu.

The above is not intended to be a full description of the duties or conditions of service attached to this post and are only given as an indication of the main duties and conditions relevant at this time.

A uniform will be provided (jacket and skirt/trousers), a neutral coloured shirt/top to be provided by employee.

FRO02 : ASSISTANT ONE STOP SHOP MANAGER

SALARY

Band 7

DEPARTMENT

Customer Services & Organisational Development

SECTION

One Stop Shop

LOCATION

Civic Centre, Arnot Hill Park, Arnold, Nottingham.

RESPONSIBLE TO

One Stop Shop Manager

RESPONSIBLE FOR

Joint responsibility for:-

One Stop Shop Advisors, Receptionists.

KEY ACTIVITIES

- 1) Assisting with the management and delivery of the one stop shop service.
- 2) Advising customers on all functions within the one stop shop service.

MAIN DUTIES

- 1) Assisting the One Stop Shop Manager in organising and administering the one stop shop service.
- 2) Providing a full one stop shop advisory service, dealing with more complex and contentious issues.
- 3) Training and developing One Stop Shop Advisors in all aspects of the service.

- 4) Developing procedures and service improvements in conjunction with the One Stop Shop Manager.
- 5) Ensuring the effective operation of the one shop shop service and complaints procedure in the absence of the One Stop Shop Manager.
- 6) Monitoring and evaluating service standards for the One Stop Shop and implementing where appropriate.
- 7) Any other duties of a nature consistent with the above grade which may arise from time to time within the department.

CONTACTS

Public, Government Agencies, other Local Authorities, other departments.

HOURS

A total of 37 hours per week.

The Council's flexitime scheme does apply to this post. However the nature of the work is such that rota arrangements will be needed to cover opening hours of 8.30am to 6.00pm. There is a possibility of extending opening to include Saturday mornings, those will be worked on a rota basis with time off in lieu.

The above is not intended to be a full description of the duties or conditions of service attached to this post and are only given as an indication of the main duties and conditions relevant at this time.

A uniform will be provided (jacket and skirt/trousers), a neutral coloured shirt/top to be provided by employee.

CUSTOMER SERVICES MANAGER

SALARY

Band 11

DEPARTMENT

Customer Services & IT

SECTION

Customer Services

LOCATION

Civic Centre, Arnot Hill Park, Arnold, Nottingham.

RESPONSIBLE TO

Service Manager Customer Services & IT

RESPONSIBLE FOR

Deputy Customer Services Manager, Duty Customer Services Manager, Senior Customer Services Advisors, Customer Services Advisors, Cashiers, Receptionists, Visiting Officers and the Corporate Administration Officer

KEY ACTIVITIES

- 1) To assist the Service Manager with the overall Management and Development of the Councils Core Customer Service and Corporate Administration Functions
- 2) Managing the budgets for Customer Services and Corporate Administration
- 3) Continuous engagement with Service Managers across the Council to ensure that Front Line Customer Interaction is delivered within agreed parameters
- 4) Putting in place and maintaining appropriate Process, Procedure and Systems to enable efficient, consistent, high performing, Customer Focused Service Delivery

- 5) Engagement and development of Multi-Agency arrangements within Customer Services
- 6) Continuous development and delivery against a range of performance measures
- 7) Ownership of the Council's Corporate Compliments and Complaints System
- 8) Engagement in Customer Insight as a means of continual Service Improvement
- 9) Putting in place and maintaining appropriate arrangements to deliver the Core Corporate Administration Functions

MAIN DUTIES

Customer Services

- 1) To assist the Service Manager to develop and maintain appropriate processes, procedures and systems to enable the delivery of the Council's core, front facing, Customer Services functions. The functions include Reception, Face to Face Interaction, Private Interaction, Home Visits, Front of House Telephony, Email, Social Media Channels and Payment taking.
- 2) To engage in continual regular interaction with all of the Council's Core Service Delivery Teams to ensure that all front facing services are delivered within agreed 'current' parameters and, where appropriate to do so, and, in conjunction with the Service Delivery Teams, to introduce new interactions into the Customer Services function.
- 3) To continually refine and adjust resources within the service delivery units to match the demands of the Customer and the needs of the Council
- 4) Ensuring all Customer Services staff are fully trained and developed to deliver all functions
- 5) To manage the Capital and Revenue budgets within Customer Services
- 6) Managing the Council's Corporate Compliments and Complaints process including, receiving, recording and dealing with Customer Services Cases and, the monitoring and reporting of all formal compliments and complaints received by the Council across all service areas.

- 7) Continual Liaison with partner Agencies to integrate their services with the Council's Customer Services function.
- 8) To be the System Owner in respect of; the Income Management systems, the Queue Management system, the Telephony Contact Centre systems, the Corporate Compliments and Complaints System and the Customer Interaction and Case Processing Systems.

Corporate Administration

- 1) To develop and maintain appropriate processes, procedures and systems to enable the delivery of the Council's core Corporate Administration functions. The functions include the processing of incoming and outgoing mail, document scanning and destruction of confidential waste.
- 2) To engage in continual regular interaction with all of the Councils Core Service Delivery Teams to ensure that all functions are delivered within agreed 'current' parameters and, where appropriate to do so, and, in conjunction with the Service Delivery Teams, to introduce new interactions into the function.
- 3) To continually refine and adjust resources within the service delivery units to match the demands of the Customer and the needs of the Council
- 4) Ensuring all Corporate Administration staff are fully trained and developed to deliver all functions
- 5) To manage the Revenue budgets within Corporate Administration.

Any other duties of a nature consistent with the above grade which may arise from time to time within the service

CONTACTS

The Council's External Customers, Agencies, other Local Authorities, Suppliers, Internal Customers and all of the Council's Service Delivery Teams.

CAR ALLOWANCE

A casual car users allowance attaches to this post.

HOURS

A total of 37 hours per week

The Council's flextime scheme does apply to this post. In addition, the nature of the work is such that rota arrangements may be needed to cover opening hours outside of the Council's core published business opening times.

The above is not intended to be a full description of the duties or conditions of service attached to this post and are only given as an indication of the main duties and conditions relevant at this time.

If provided, any uniform must be worn at all times.

CUSTOMER SERVICES ASSISTANT MANAGER

SALARY

Band 8

DEPARTMENT

Customer Services and IT

SECTION

Customer Services

LOCATION

Civic Centre, Arnot Hill Park, Arnold, Nottingham

RESPONSIBLE TO

Customer Services Manager

RESPONSIBLE FOR

Customer Services Duty Manager, Senior Customer Services Advisors, Customer Services Advisors, Cashiers, Receptionists and Visiting Officers

KEY ACTIVITIES

- 1) Deputising for the Customer Services Manager
- 2) Acting as Customer Services Duty Manager when required by the demands of the Service
- 3) Managing Visiting Officer Team
- 4) Representing Customer Services within Corporate Groups
- 5) Dealing with all Health and Safety matters for Customer Services
- 6) Assisting with the Management and Development of the Councils Core Customer Service Function
- 7) Continuous engagement with Service Managers across the Council to ensure that Front Line Customer Interaction is delivered within agreed

parameters

- 8) Assisting with the putting in place and maintaining of appropriate Process, Procedure and Systems to enable efficient, consistent, high performing, Customer Focused Service Delivery
- 9) To investigate and process formal Complaints up to and including Stage One
- 10) To maintain records and formally report the performance of the Customer Services function

MAIN DUTIES

- 1) To assist in the development and maintenance of appropriate processes, procedures and systems to enable the delivery of the Council's core, front facing, Customer Services functions. The functions include Reception, Face to Face Interaction, Private Interaction, Home Visits, Front of House Telephony, Email, Social Media Channels and Payment taking.
- 2) To lead in the engagement of continual regular interaction with all of the Councils Core Service Delivery Teams to ensure that all front facing services are delivered within agreed 'current' parameters and, where appropriate to do so, and, in conjunction with the Service Delivery Teams, to introduce new interactions into the Customer Services function.
- 3) To assist in ensuring that all Customer Services staff are fully trained and developed to deliver all functions
- 4) Were appropriate to do so, representing the Customer Services interests and inputs at Corporate Group Level for example Equalities.
- 5) Dealing with all Customer Services Health and Safety matters including maintenance of Risk Assessments, dealing with accidents and incidents, ensuring staff are appropriately trained etc.
- 6) To receive, log, investigate and respond to formal Complaints up to and including Stage One
- 7) To gather, maintain and record information covering all current customer services performance measures (including Council wide Complaints) and ensuring that such information up to date within the Corporate Performance Management System

Any other duties of a nature consistent with the above grade which may arise from time to time within the service

CONTACTS

The Council's External Customers, Agencies, other Local Authorities, Suppliers, Internal Customers and all of the Council's Service Delivery Teams.

CAR ALLOWANCE

An occasional car user allowance attached to this post.

HOURS

A total of 37 hours per week.

The Council's flexitime scheme does apply to this post. However the nature of the work is such that rota arrangements will be needed to cover opening times.

The above is not intended to be a full description of the duties or conditions of service attached to this post and are only given as an indication of the main duties and conditions relevant at this time.

If provided, any uniform must be worn at all times.

CUSTOMER SERVICES DUTY MANAGER

SALARY

Band 7

DEPARTMENT

Customer Services and IT

SECTION

Customer Services

LOCATION

Civic Centre, Arnot Hill Park, Arnold, Nottingham

RESPONSIBLE TO

Customer Services Manager

RESPONSIBLE FOR

Day to day supervision of:

Senior Customer Services Advisors, Customer Services Advisors, Cashiers, and Receptionists

KEY ACTIVITIES

- 1) To manage the day to day demand on the Customer Services function
- 2) To ensure that day to day resources are continually aligned to each of the delivery channels including the ad-hoc adjustment of any pre-planned duties
- 3) To deal with complex queries as they arise across the entire interaction range including engagement with colleagues within the service delivery teams
- 4) To ensure that the Council's front of house presence (the main reception area) is maintained within agreed standards including, appearance of Reception, signage, seating and leaflets etc

- 5) To maintain stocks of consumables for Customer Services
- 6) To deal with day to day sickness and other absence

MAIN DUTIES

- 1) To develop and maintain a set of multi-tasking pre-allocated duties for all of the service delivery channels, taking into account anticipated demand and known available resources
- 2) To react on a day to day basis and throughout the day to shifting demand situations by both active observation and full utilisation of the management information systems available
- 3) To deal with complex queries across the entire range of interactions and from any of the delivery channels
- 4) If required by the demand on the service , to act as a resource for any of the service delivery channels
- 5) To ensure that the Council's Customer Services 'presence' is maintained within agreed parameters. This covers all customer facing parts of the Civic Centre Reception area
- 6) To ensure that all approved processes, procedures and systems are used to deliver the Council's core, front facing, Customer Services functions. The functions include Reception, Face to Face Interaction, Private Interaction, Home Visits, Front of House Telephony, Email, Social Media Channels and Payment taking.
- 7) To assist in the introduction of new interactions into the Customer Services function.
- 8) To assist in ensuring that all Customer Services staff are fully trained and developed to deliver all functions
- 9) To maintain stocks of all consumables within Customer Services
- 10) To deal with day to day sickness and other absence including recording of sickness, no-trigger related back to work interviews and dealing with sickness returns. To ensure allocation of correct leave entitlements, authorise absence in accordance with agreed frameworks both in advance and ad-hoc and to maintain leave records

Any other duties of a nature consistent with the above grade which may arise from time to time within the service

CONTACTS

The Council's External Customers, Agencies, other Local Authorities, Suppliers, Internal Customers and all of the Council's Service Delivery Teams.

CAR ALLOWANCE

An occasional car user allowance attached to this post.

HOURS

A total of 37 hours per week.

The Council's flexitime scheme does apply to this post. However the nature of the work is such that rota arrangements will be needed to cover opening times.

The above is not intended to be a full description of the duties or conditions of service attached to this post and are only given as an indication of the main duties and conditions relevant at this time.

If provided, any uniform must be worn at all times.

Customer Insight Officer

SALARY

Band 7

DEPARTMENT

Communications

LOCATION

Civic Centre, Arnot Hill Park, Arnold

RESPONSIBLE TO

Service Manager Communications

RESPONSIBLE FOR

None

KEY ACTIVITIES

1. To lead the Council's approach to Customer Insight

MAIN DUTIES

Assist Elected Members, Corporate Directors and Service Managers to:

1. Use data and information about customers to better understand their needs, wants, expectations, behaviours and experiences
2. Build customer insight intelligence into the design and delivery of services that better meet customers' needs
3. Gather, analyse and use customer satisfaction information to drive performance and improvement
4. Improve the website from a customer perspective
5. Design, deliver and analyse a corporate Satisfaction Survey
6. Utilise Citizen's Panel; and Mystery Shopper-type exercises
7. Exploit the full potential of Social Media

CONTACTS

Elected Members, The Senior Leadership Team, Service Managers and Partner Agencies

CAR ALLOWANCE

An Occasional car user allowance attached to this post.

HOURS

A total of 22 hours per week.

The Council's flexitime scheme does apply to this post.

The above is not intended to be a full description of the duties or conditions of service attached to this post and are only given as an indication of the main duties and conditions relevant at this time.

Appendix f Existing and Proposed IT Job Descriptions

PIT01 (ICT Technical Manager)

SALARY

Band 10

DEPARTMENT

Corporate Services – Information Technology and Efficiency Section

LOCATION

Civic Centre, Arnot Hill Park, Arnold

RESPONSIBLE TO

ICT & Efficiency Manager

RESPONSIBLE FOR

7 IT Support Officers and 1 Reprographics Technician. (8 People; 8 FTE)

KEY ACTIVITIES

To manage the overall technical and operational delivery of ICT for the Council including the Reprographics Service

To manage the technical and operational delivery of agreed ICT services to external agencies and to develop and maintain mutually acceptable service level agreements

To manage the supplies and services budgets within the IT and Efficiency Section, planning spend and identifying future needs (Approximately £800k)

To contribute to the strategic direction of the ICT Service with regard to technical and operational issues

To develop and maintain policies and procedures in support of the delivery of the ICT technical and operational service and the Reprographics Service

MAIN DUTIES

1. To manage the overall technical and operational delivery of ICT to the Council including the Reprographics Service
2. To manage the supplies and services budgets within the IT and Efficiency Section, planning spend and identifying future needs
3. To develop and maintain all policies and procedures in support of the delivery of ICT and Reprographics services to the Council
4. To ensure appropriate ICT arrangements are in place for:
 - Core ICT Infrastructure
 - Platforms and Application Systems
 - The Telephony System
 - ICT Security
 - Asset Management
 - License Compliance
 - Disaster Recovery
 - Remote and Mobile Working
 - The Reprographics Service
 - Partnership Activity
 - External Agency Support
 - Corporate delivery of ICT Training

CAR ALLOWANCE

A casual car user allowance is attached to this post. The nature of the work requires the post holder to travel between approved locations in order to carry out assigned duties.

CONDITIONS OF SERVICE

Conditions of Service are those of the National Joint Council for Local Authorities Administrative, Professional, Technical and Clerical services as supplemented by the authority's rules and as from time to time amended.

HOURS

37 hours per week

Monday to Thursday 8.45 am to 5.15 pm

Friday 8.45 am to 4.45 pm

A flexible working hour's scheme is in operation.

HOLIDAYS

24 paid days per annum rising to 28 days after 5 years and 31 days after 10 years continuous Local Government Service plus 9 fixed days including normal bank holidays, extra statutory and concessionary days.

The above is not intended to be a full description of the duties or conditions of service attaching to the above post and is only given as an indication of the main duties and conditions relevant at this time.

CONTACTS

Elected Members, The Senior Management Team, Section Heads, Government Agencies, Other Authorities and Suppliers

PIT02 (Senior ICT Technical Officer)

SALARY

Band 8

DEPARTMENT

Corporate Services – Information Technology and Efficiency Section

LOCATION

Civic Centre, Arnot Hill Park, Arnold

RESPONSIBLE TO

ICT Technical Manager

RESPONSIBLE FOR

4 ICT Support Officers (4 People, 4FTE)

KEY ACTIVITIES

To lead the day to day activities for the technical and operational delivery of ICT for the Council and external Agencies via approved Service Level Agreements.

MAIN DUTIES

1. To lead day to day activities for the technical and operational delivery of ICT services to the Council and approved external Agencies via approved Service Level Agreements under the following activity areas:

Technical and Operational

- Core ICT Infrastructure and Network
- Platforms and Application Systems
- The Telephony System
- ICT Security
- Disaster Recovery
- Remote and Mobile Working
- Partnership Activity
- External Agency Support
- Corporate delivery of ICT Desktop Office Training

Application Support

- Desktop Office Applications
- Financial & Income Management Suite
- Revenues, Benefits Suite
- Planning and Environment Suite and GIS Products
- Housing Management Suite
- Payroll and Personnel Suite
- Elections, Register and Democratic Products
- Leisure Management Suite
- In House and other package solution

CAR ALLOWANCE

A casual car user allowance is attached to this post. The nature of the work requires the post holder to travel between approved locations in order to carry out assigned duties.

CONDITIONS OF SERVICE

Conditions of Service are those of the National Joint Council for Local Authorities Administrative, Professional, Technical and Clerical services as supplemented by the authority's rules and as from time to time amended.

HOURS

37 hours per week

Monday to Thursday 8.45 am to 5.15 pm

Friday 8.45 am to 4.45 pm

A flexible working hour's scheme is in operation.

HOLIDAYS

24 paid days per annum rising to 28 days after 5 years and 31 days after 10 years continuous Local Government Service plus 9 fixed days including normal bank holidays, extra statutory and concessionary days.

The above is not intended to be a full description of the duties or conditions of service attaching to the above post and is only given as an indication of the main duties and conditions relevant at this time.

CONTACTS

Elected Members, The Senior Management Team, Section Heads, Government Agencies, Other Authorities and Suppliers

IT Research and Development Manager

SALARY

Band 10

DEPARTMENT

Customer Services and IT

LOCATION

Civic Centre, Arnot Hill Park, Arnold

RESPONSIBLE TO

Service Manager Customer Services and IT

RESPONSIBLE FOR

Senior IT Developer

KEY ACTIVITIES

1. To lead the research and development activity for the Councils core IT service
2. To maintain the Councils IT Security arrangements
3. To maintain IT Policies
4. To ensure compliance with IT product Licencing
5. To maintain the budgets within IT
6. To manage the delivery of IT desktop product training
7. To maintain and develop commercial interests
8. To represent the Council and engage as appropriate in any cross agency working which is of mutual benefit
9. To lead and manage all aspects of IT in-house application development

MAIN DUTIES

1. To lead all aspects of IT related research and development including core underlying technologies and business applications to ensure the Council has fit for purpose and, where possible, future proofed arrangements
2. To maintain all aspects of IT related security including full compliance with internal and external assessment including maintaining arrangements to deal with IT Disaster Recovery

3. To put in place and maintain all IT related Policies
4. To put in place and maintain process, procedure and systems to ensure the Council complies with licence requirements in respect of all IT products
5. To maintain IT budgets planning spend and identifying future needs
6. To manage the delivery of IT desktop training across the Council
7. To develop and maintain commercial activity where IT related services can be delivered to third parties
8. To engage with partner agencies for bench marking, collaborative working and, where appropriate, to enter into a mutual beneficial sharing of services
9. To manage the provision and maintenance of in-house applications in conjunction with the roadmap for underlying technologies and the required interaction with business systems.

CONTACTS

Elected Members, The Senior Leadership Team, Service Managers Partner Agencies, and Suppliers

CAR ALLOWANCE

A casual car user allowance attached to this post.

HOURS

A total of 37 hours per week.

The Council's flexitime scheme does apply to this post. The nature of the work is such that out of hours working and occasional call out in an emergency may be required.

The above is not intended to be a full description of the duties or conditions of service attached to this post and are only given as an indication of the main duties and conditions relevant at this time.

IT Service Delivery Manager

SALARY

Band 9

DEPARTMENT

Customer Services and IT

LOCATION

Civic Centre, Arnot Hill Park, Arnold

RESPONSIBLE TO

Service Manager Customer Services and IT

RESPONSIBLE FOR

Senior IT Technical Officers, IT Technical Officer IT Support Officers

KEY ACTIVITIES

1. To deliver day to day IT Service provision across the Council to all End Users
2. To deliver approved IT support to partner agencies
3. To deliver IT desktop training

MAIN DUTIES

1. The development, delivery and maintenance of day to day IT support across the Council using first, second and third line methodology. The provision includes Operational, Technical and Application support.
2. To deliver IT desktop training across the Council
3. To deliver approved IT Support on a commercial basis to third parties

CONTACTS

Elected Members, The Senior Leadership Team, Service Managers Partner Agencies, and Suppliers

CAR ALLOWANCE

A casual car user allowance attached to this post.

HOURS

A total of 37 hours per week.

The Council's flexitime scheme does apply to this post. The nature of the work is such that out of hours working and occasional call out in an emergency may be required.

The above is not intended to be a full description of the duties or conditions of service attached to this post and are only given as an indication of the main duties and conditions relevant at this time.

Appendix g Proposed Timetable of Events

The proposals made are relatively complex and involve decisions through a number of routes. In terms of decision to implement, it is proposed that the Chief Executive be identified as having delegated authority. Assuming this officer delegation, the following timetable of implementation is suggested:

Event	Indicative Timeline
Consideration by SLT	18 th September 2012
Initial Meeting to introduce to employees/ union	20 th September 2012
Formal Meeting with staff and issue of 'at risk' letters	9 th October 2012
(Load JCSC papers)	11 th October 2012
First meeting of JCSC; start formal 30-day consultation	23 th October 2012
30-day consultation ends	23 rd November 2012
Close meeting of JCSC; consider comments/ make recommendation to Chief Executive	28 th November 2012
Chief Executive to consider comment/recommendation give authority to commence implementation	2 nd December 2012
Commence process for redeployment/ dismissal	5 th December 2012
Target date for implementation of new structure by	1 st April 2013

Appendix h Monitoring Officer Comments

1. The jobs need to be subject to JE before any decisions can be made.
2. I do not intend to comment on the figures – this is a matter for Financial Services.
3. There is no reference to the fact that these changes may cause redundancies (you have alluded to the fact that this needs addressing). This does need to be included and David should be able to help you with some wording.
4. In terms of decision-making, the Chief Executive (as Head of Paid Service) has the power to approve staffing changes as long as they are within existing budgets. There may be some issues about virements between Revenues, Customer Services and Communications, but no doubt Alison or Mark can assist with this.
5. As far as consultation is concerned, in view of the fact that these changes will affect a number of employees, there will be a need to go to JCSC (I see that the report is directed there). David can advise on any specific consultation requirements