

 Employment Committee – 2nd Jan 2013		Agenda Item No. 6
Title	Business Support Team – Cultural Services	
For further information about this report please contact	Rose Winship 01926 456223 Rose.winship@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number		
Background Papers	Business Support Team Experiment report - September 2012	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality & Sustainability Impact Assessment Undertaken	No
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Officer/Councillor Approval		
Officer Approval	Date	Name
Deputy Chief Executive		Andrew Jones
Head of Service		Rose Winship
CMT		Chris Elliott, Andrew Jones, Bill Hunt
Section 151 Officer		Mike Snow
Monitoring Officer		Andrew Jones
Finance		Jenny Clayton
Portfolio Holder(s)		Cllr Stephen Cross
Consultation & Community Engagement		
n/a		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 The report seeks approval to restructure the establishment within Cultural Services. One of the conclusions of the business support team experiment report is a proposal that 3 existing posts are deleted from the establishment and 3 new posts are added. It also proposes that all the new posts are located within the structure of the business support team. Currently one of the posts sits within the Royal Spa Centre team (A04070) and one within the Royal Pump Rooms team (A01087). The restructure has no budget change implications.

2. RECOMMENDATIONS

- 2.1 That the Employment Committee approves the restructure of the Cultural Services business support team, redesignating posts A01087, A04070 and A53054 to create a new generic post of Technical Administration Assistant, with 3 posts of 0.5 fte, 0.54 fte and 0.8 fte.

3. REASONS FOR THE RECOMMENDATION

- 3.1 As part of the Fit for the Future Programme, the business support team within Cultural Services undertook an experiment / intervention between February 2012 and June 2012. The recommendation is based on the outcome of that experiment.
- 3.2 Fundamental to the change in structure is the outcome of the experiment which reviewed the current staffing structure and considered whether it is now fit for purpose in delivering a support service across the department. The experiment tested some ways a change in structure would be effective when looking at areas of work which were shared across Cultural Services.
- 3.3 The proposal is that the current site specific administration posts are redesignated as Technical Administration posts on a generic job description, to be based at Riverside House and the jobs to sit within the Cultural Services business support team.
- 3.4 A revised job description was submitted to the HAY panel of 28th November. It was evaluated at the same grade as the existing job descriptions which are proposed to be replaced.

4. POLICY FRAMEWORK

- 4.1 The experiment included within the Fit for the Future programme and is one of a number of reviews currently underway within Cultural Services. The principles of systems thinking were applied to the experiment.

5. BUDGETARY FRAMEWORK

- 5.1 There is no change to the budget required to fund the posts or of the hours worked by them. This report requests that the budget that is currently allocated to the cost centres of the Spa Centre and the Royal Pump Rooms be transferred to the business support team cost centre.

6. **ALTERNATIVE OPTION(S) CONSIDERED**

6.1 The current structure could be maintained however this would go against the findings of the experiment.

7. **BACKGROUND**

7.1 Cultural Services Management Team (CSMT) had established that there was significant dissatisfaction with the current arrangements and examples of waste or duplication. Therefore the experiment focussed on the challenge of considering whether an amalgamated Cultural Services Business Support function, based at Riverside House could:

- improve the overall effectiveness of the administration in the service area
- contribute to an increase in income through more effective marketing and improved administration systems
- make efficiencies in staff workload and increase resilience across Cultural Services
- provide better co-ordination as a support service for the facilities/services within Cultural Services

7.2 CSMT were aware that if they are to continue to deliver quality cultural services within the district, they increasingly need to be flexible and make changes to deliver quality services in a more effective way.

3 p/t members of staff took part in the experiment, working the equivalent of 2 fte. The purpose of this element of the experiment was for staff to work differently and more flexibly in order to address the issues listed above. Two methods were used to experiment on this. The first was to base all three administration staff at Riverside House rather than split between Riverside House, the Spa Centre and the Royal Pump Rooms. The second was to look for common areas of work between the three staff. These areas were identified after initial consultation with the staff and their managers and were found in the general administration tasks of each of the staff member's duties:

7.3 The team were asked to shadow each other as they performed the tasks listed above, to allow them to understand the differences in the nature of the work even though in principle they were performing the same task or process. Doing this allowed us during the period of the experiment to:

- Cover periods of absence and still provide a service to ensure timesheets and other documents were sorted in time for deadlines
- Support staff that had high volumes at work at particular times, and increase the speed with which tasks were able to be completed for example invoices which were all to be processed by a deadline
- Complete a large tasks more quickly, evidenced by the distribution of a large mailing of leaflets

7.4 The experiment concluded that processes had been implemented which have improved resilience and created efficiencies within the team. This freed up resources which, in the event of the experiment being normalised, would allow the team to pick up the administration requirements of the sports & leisure team, i.e. events bookings and administration, outdoor pitch bookings and

administration in addition to existing duties. There are common areas within the duties of the three members of staff in this team suggesting that the JDs needed revising, resulting in one generic JD for all three posts.