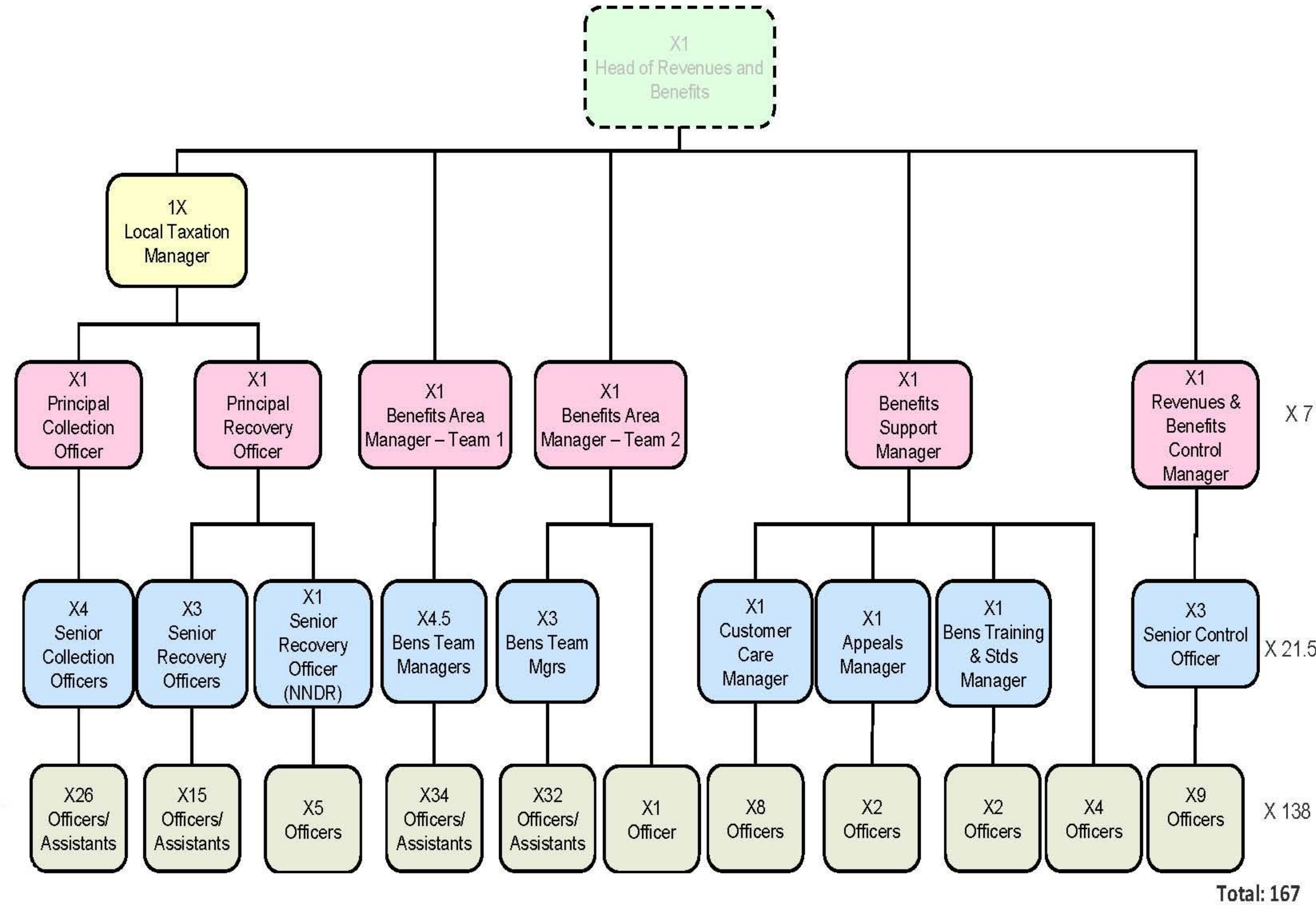
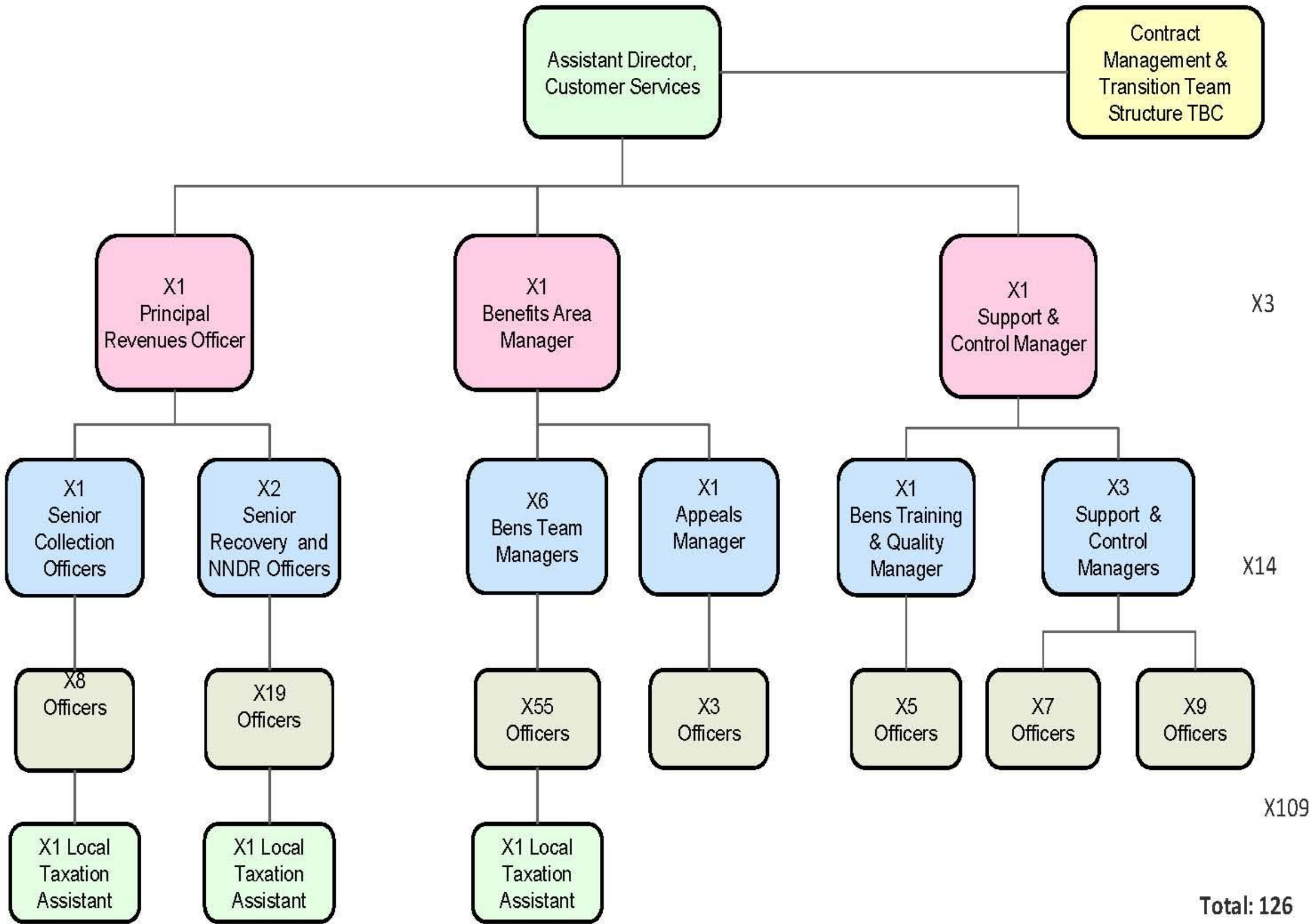


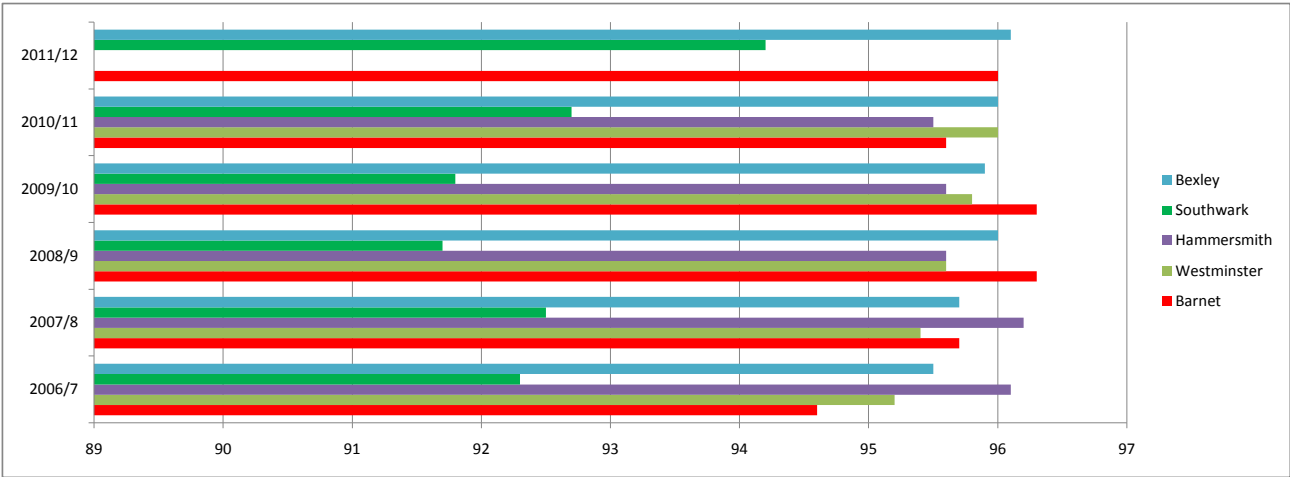
Current structure



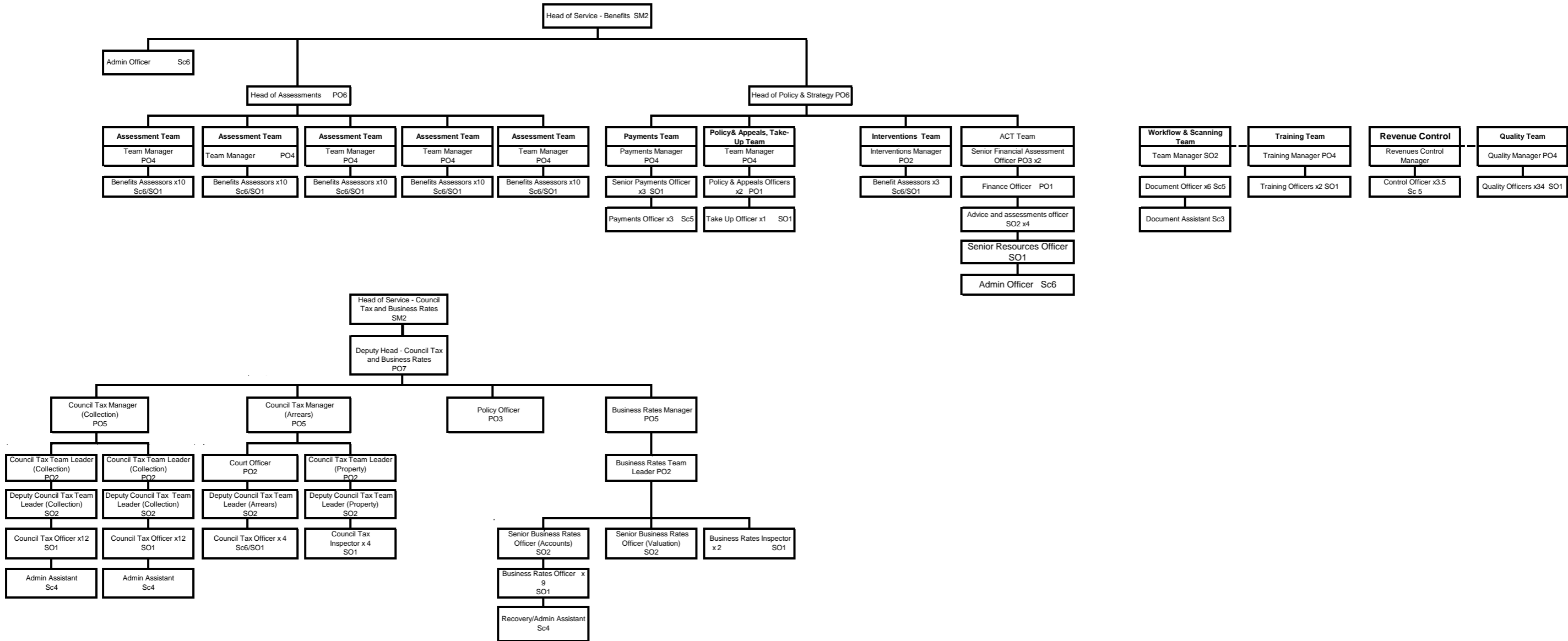
Proposed 'Back-Office' structure



	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12
Barnet	94.6	95.7	96.3	96.3	95.6	96
Southwark	92.3	92.5	91.7	91.8	92.7	94.2
Westminster	95.2	95.4	95.6	95.8	96	
Hammersmith	96.1	96.2	95.6	95.6	95.5	
Bexley	95.5	95.7	96	95.9	96	96.1



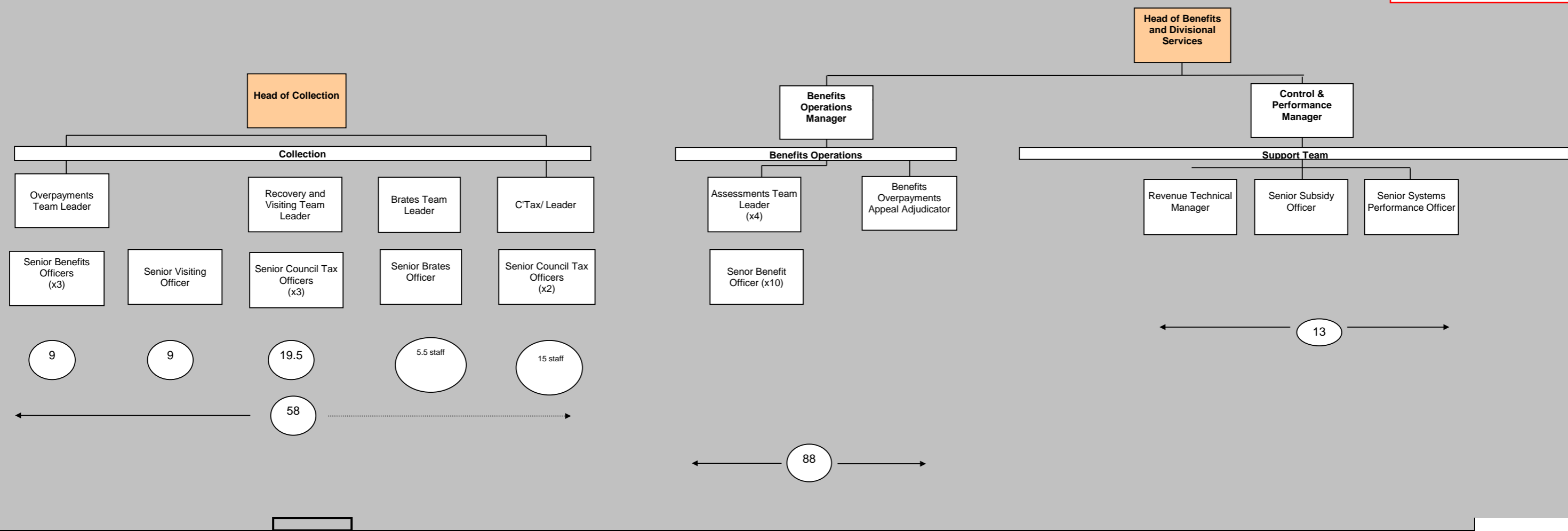
	2007/8	2008/9	2009/10	2010/11	avg % change
Barnet	1.1	0.6	0	-0.7	0.25
Southwark	0.2	-0.8	0.1	0.9	0.1
Westminster	0.2	0.2	0.2	0.2	0.2
Hammersmith	0.1	0	-0.6	0.1	-0.1
Bexley	0.2	0.3	-0.1	0.1	0.125



Comparison of Camden with Barnet
Camden has:

- 103,000 Council Tax properties, compared to Barnet's 140,000
- Fewer properties and lower total collectable amount
- More senior posts and more team leaders
- Resilience for manager and team leader absence
- Smaller spans of control
- Specialist teams, ie. Business Rates Team, Court Team
- A structure designed to maximise collection performance

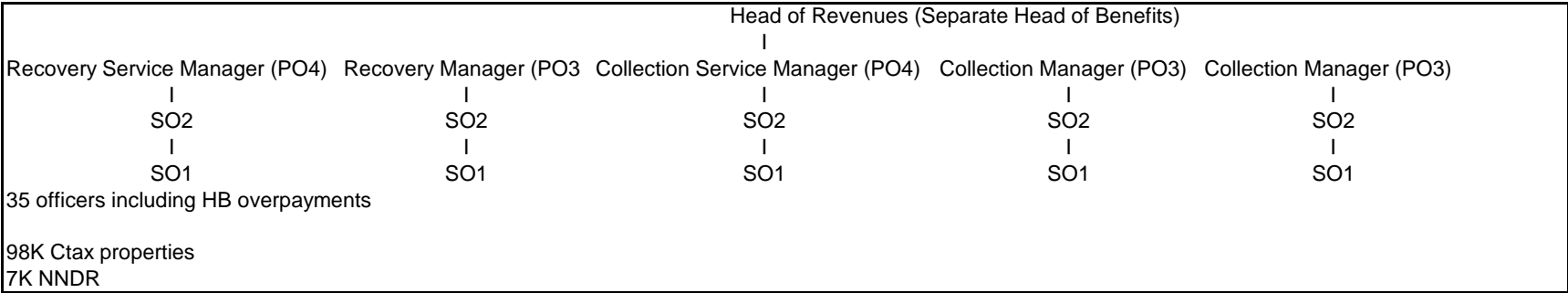
Revenues and Benefits Staffing Structure



Comparison of Enfield with Barnet
Enfield has:

- 121,400 Council Tax properties, compared to Barnet's 140,000
- Fewer propeties and lower total collectable amount
- More senior posts and more team leaders
- Resilience for manager and team leader absence
- Smaller spans of control
- Specialist teams, ie. Business Rates Team
- A structure designed to maximise collection performance

Waltham Forest



Comparison of Waltham Forest with Barnet
Waltham Forest has:

- 98,000 Council Tax properties, compared to Barnet's 140,000
- Fewer properties and lower total collectable amount
- More senior posts and more team leaders
- Resilience for manager and team leader absence
- Smaller spans of control
- A structure designed to maximise collection performance

Council Tax Collection Rates

	2011-12	2010-11	2009-10	2008-9	2007-8	2006-7	
	% (provisional)	%	%	%	%	%	
Barnet	96 *	95.6 *	96.3	96.3	95.78 *	94.6 *	* Dip in performance due to major system conversions
Camden	96.7	96.5	96	95.4	96	95.7	
Enfield	95.8	95.7	95.7	95.6	95.5	95.4	
Waltham Forest	95.7	95.8	95.1	94.6	94.2	94.5	

Source: CLG website <http://www.communities.gov.uk/localgovernment/localregional/localgovernmentfinance/statistics/counciltax/collectionrates/>

Movement of Work to/from Back office officers under new structure.

Current back office tasks have been analysed, and the total number of hours required per day for all tasks has been calculated, for managers and officers. Each task has been analysed to determine whether the volumes of work (measured in hours/day) will change in the proposed structure, and also whether the responsibility for each task can be partially or wholly transferred from Manager to officer.

Volume of work	Responsibility	Current Structure		Proposed Structure		Change	
		Manager Hours/day	Officer Hours/day	Manager Hours/day	Officer Hours/day	Manager Hours/day	Officer Hours/day
No Change	No Change	5.58	22.03	5.58	22.03	0	0
No Change	Change	6.7	0.1	1.6	5.9	-5.1	5.7
Change	No Change	13.77	112.5	6.3	80.75	-7.47	-31.75
Change	Change	11	2	2.7	13.2	-8.3	11.2
Senior Manager work		0	0	3.3			
Total hours/day		37.05	136.63	19.48	121.78	-17.57	-14.85
F/T Equivalent number of officers/managers required		5.1	19.0	2.7	16.9	-2.4	-2.1

Comparisons of workloads between existing Back office structure and proposed structure.

Current Structure	4 Managers	26 Officers	Proposed Structure (Back office)	1 Manager	13 Officers
Estimated work currently carried out in the back office (hours per day)	37	136	Estimated work to be carried out in the back office (hours per day)	19.48	121.78
FTE managers/officers required for back office	5.1	18.9	FTE managers/officers required for back office	2.7	16.9
Front Office (phones)	0	7	Front Office (phones & L1/L2 corres)	0	13
Total (Front & back office)	5.1	25.9	Total (back office)	1	13
Under-resourced	1.1	-0.1	Under-resourced by:	1.7	3.9

Under the current structure:

The four managers do the equivalent of 1.275 days' work in one day

The 26 officers/assistants do the equivalent of 1 day's work in one day

Under the new structure:

The ONE remaining manager will be required to do the equivalent of 2.7 days' work in one day

The THIRTEEN remaining officers in Back office will be require to do 1.3 days' work in one day

Why ?

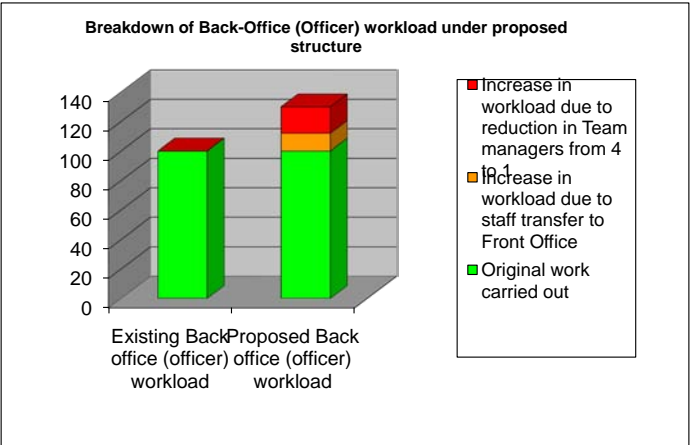
Existing back office (officer functions) 136.63 hours per day

The time required for back office functions is estimated to reduce (by work moved to front office) to : 102.78 hours per day

But the workload will be increased by task previously carried out by team managers by: 19 hours per day

So, for the officers remaining in back-office operations, their workload will increase by 30%, and approximately 60% of this increased workload will be that work currently carried out by team managers.

	Existing Back office (officer) workload	Proposed Back office (officer) workload
Original work carried out	100	100
Increase in workload due to staff transfer to	0	12
Increase in workload due to reduction in Team managers from 4 to 1	0	18



							No Change	Same volume & change in reponsibility	Different volume & no change in responsibility	Different volume and change in responsibility	
		Current Structure					Proposed Structure				
Task to be carried out	Frequency	Volume (average)	Approximate time taken to complete task	Current Level work carried out by	Pre-restructure manager time (hours per day)	Pre-restructure officer time (hours per day)	Volume (average)	Approximate time taken to complete task	Post restructure manager time (hours per day)	Post restructure officer time (hours per day)	Comments
General staff management including service delivery, staffing levels, cover etc	Daily			Manager							
Refund authorisation and quality checks for Collection team	Daily	80 accounts	45mins x 4 managers	Manager	3	0	80 accounts	45mins x 4 managers	3	0	Audit require authorisation only carried out by managers
Quality checks and stats recording for Collection team	Monthly	400-500 cases	3 days x 4 managers	Manager	4.3	0	400-500 cases	3 days x 4 managers	0.5	4.3	This will need to move to officer level work, but will need to be overseen by the manager who will need to carry out any actions resulting from the quality checks
Contact centre supervision			1 hrs x 2 manager	Manager	2	0	Daily	1 hrs x 2 manager	0	2	The size of the back office telephone team will vary according to demand, ie final notice runs.
Work flow prioritisation, distribution and monitoring	Daily		30 mins x 4 managers	Manager	2	0		30 mins x 4 managers	0.5	1	Certain amount of monitoring required by manager
Attending management meetings	Weekly		1 to 2 hrs x 4 managers	Manager	1.5	0		1 to 2 hrs x 4 managers	1	0	Existing meeting requirements, plus regular meetings with front-office and transition team etc
Attending other department meetings e.g. Empty Homes team, HR	As and when		1 hr 30 mins	Manager	0.3	0		1 hr 30 mins	0.3	0.2	Existing meeting requirements, plus regular meetings with front-office and transition team etc
Checking and distribution of reminder and final notices including checking exceptions reports	Monthly		2 day x 1 manager	Manager	0.7	0		2 day x 1 manager	0.1	0.7	Most of the checking and reports to be done by officers, but overall responsibility still with manager.
Authorisation and monitoring of leave	Daily		20 mins	Manager	0.33	0		20 mins	0.33	0	Expect this to remain responsibility of manager
Recording and monitoring of sickness absence	As and when		30min- 1hr	Manager	0.1	0		30min- 1hr	0.1	0	Expect this to remain responsibility of manager
Dealing with staff disciplinary matters involving case preparation and hearing attendance	As and when		1 to 2 weeks dependant on type	Manager	0.1	0		1 to 2 weeks dependant on type	0.1	0	Expect this to remain responsibility of manager
Preparing and attending VT's	As and when	12 cases per year	100 hrs per case	Manager	5	0	12 cases per year	100 hrs per case	1.5	5	Expect officers to take on this work, but will still need support and assistance from manager, and will also take longer to prepare cases etc
Signing and checking of outgoing mail	Daily	50/60 letters	30 mins x 4 managers	Manager	2	0	50/60 letters	30 mins x 4 managers	0	0	Assume no outgoing letters to be checked
Checking of flexi sheets to prevent fraud that has occurred in the past	Monthly		1 hour x 4 managers	Manager	0.2	0		1 hour x 4 managers	0	0.1	Officers to check each others' sheets on a regular basis
Audit of flexi sheets	6 monthly	36 monthly sheets x	3 hours x 4 managers	Manager	0.1	0	36 monthly sheets x 4	3 hours x 4 managers	0.1	0	Expect this to remain responsibility of manager
Audit of sick cards	6 monthly	23 staff	2 hours x 4 managers	Manager	0.07	0	23 staff	2 hours x 4 managers	0.05	0	Expect this to remain responsibility of manager
Audit of annual leave cards	6 monthly	23 staff	2 hours x 4 managers	Manager	0.07	0	23 staff	2 hours x 4 managers	0.05	0	Expect this to remain responsibility of manager
Corporate complaints, Councillor and MP enquiries	Weekly	3 to 4	3 hrs per case	Manager/Senior officer	1	0	3 to 4	3 hrs per case	0.4	1.6	Assuming little/no manager input, also expect to increase due to change in structure and lack of quality control.
Staff training including PowerPoint presentation for team training	As and when		3 days	Manager/Senior officer	0.1	0.1		3 days	0.1	0.2	Officers to prepare and deliver, but manager input required in planning training, and overseeing of content.
Staff Performance Reviews	Yearly	7 staff x 4 managers	2 hrs x 7 x 4	Manager	0.2	0	7 staff x 4 managers	2 hrs x 7 x 4	0.1	0	13 officers * 2 hours annually
Staff Performance mid terms	Yearly	7 staff x 4 managers	1 hr x 7 x 4	Manager	0.1	0	7 staff x 4 managers	1 hr x 7 x 4	0.05	0	13 officers * 1 hour annually
Staff Performance one to one's	Monthly	7 staff x 4 managers	30 mins x 7 x 4	Manager	0.5	0	7 staff x 4 managers	30 mins x 7 x 4	0.3	0	13 officers * 30 minutes monthly
Recording, maintaining and supply of management statistics	Daily		30 mins x 4 managers	Manager	2	0		30 mins x 4 managers	0.5	0	Imagine supply of information will move to support team, whilst manager still required to keep team statistics
Maintenance of shared files and spreadsheets	Daily		10 mins x 4 managers	Manager	0.67	0		10 mins x 4 managers	0.35	0	In particular relates to the leave and phone rota, which is essential inplanning an excellent service delivery.
Design and implementation of team documentation e.g. leave cards, sick cards, rota's, spreadsheets etc	As and when			Manager	0.1	0			0.1	0	Expect this to remain responsibility of manager
Monitoring of manual inspector visits	Daily	15-20 visits	30 mins x 1 manager	Manager	0.5	0	15-20 visits	30 mins x 1 manager	0	0.5	
Visits to external organisations CRM)	4 times per year		4 days x 1 manager	Manager	0.1	0		4 days x 1 manager	0.1	0	Expect this to remain responsibility of manager
Liaison with Civica Records Management (CRM)	Daily		30 mins p/day-1 manager	Manager	0.5	0		30 mins p/day-1 manager	0	0.5	General monitoring of CRM performance and feeding back any issues.
Design and maintenance of standard letters and documentation	Monthly		.5 days x 1 manager	Manager	0.15	0		.5 days x 1 manager	0.15	0	Expect this to remain responsibility of manager
Maintenance of outlook folders e.g. local.tax, Inspectors etc	Monthly		.5 hrs x 1 manager	Manager	0.1	0		.5 hrs x 1 manager	0	0.1	Ensure all emails are correctly routed to workflow as required.
Reporting and recording and requesting IT assistance	Daily		30 minutes	Manager	0.3	0		30 minutes	0.3	0.3	All levels are required to log their own calls, both with Servicedesk and ORER (Control & Support team)
System performance testing for new releases and patches	3-4 times a year	530	3 days x 1 senior officer	Senior Officer	0	0.1	530	3 days x 1 senior officer	0	0.1	Currently managed by by control & support team, but some team manager input required.
Update and maintain procedure manual	Daily/currently	per day-24 complete	33 more to complete	Manager/Senior officer	0.1	0	2 per day-24 completed	33 more to complete	0.1	0	Expect this to remain responsibility of manager
LBB internal property maintenance, checking and updating bills	Daily	15	4hrs per week	Senior Officer/Officer	0	0.8	15	4hrs per week	0	0.8	Expect this to remain responsibility of officers
Update rents list from Barnet Homes with moves around Borough	2 reports per week	30 accounts pw	1 day x 1 officer	Senior Officer/Officer	0	1.5	30 accounts pw	1 day x 1 officer	0	1.5	Expect this to remain responsibility of officers
Discount and Exemption reviews:	Legislation requirement										
SPD	12 monthly	25,000	3 people x 4 weeks	Manager/officer	0.5	1.1	25,000	3 people x 4 weeks	0.5	1.1	Expect this to remain responsibility of officers & manager
Disregards 04/05	12 monthly	200 cases	2 weeks	Manager/officer	0	0.2	200 cases	2 weeks	0	0.2	Expect this to remain responsibility of officers
SMI	12 monthly	280 cases	2 weeks	Manager/officer	0	0.2	280 cases	2 weeks	0	0.2	Expect this to remain responsibility of officers
Ex Class A	6 monthly	270 cases	2 weeks	Manager/Inspector	0.1	0.4	270 cases	2 weeks	0.1	0.4	Does not include inspector's time

							No Change	Same volume & change in reponsibility	Different volume & no change in responsibility	Different volume and change in responsibility	
Current Structure							Proposed Structure				Comments
Task to be carried out	Frequency	Volume (average)	Approximate time taken to complete task	Current Level work carried out by	Pre-restructure manager time (hours per day)	Pre-restructure officer time (hours per day)	Volume (average)	Approximate time taken to complete task	Post restructure manager time (hours per day)	Post restructure officer time (hours per day)	
Ex Class B	12 monthly	62 cases	1 day	Manager/Inspector	0	0.03	62 cases	1 day	0	0.03	Expect this to remain responsibility of officers
Ex Class C	4 monthly	902 cases	8 weeks including writing out	Manager/Inspector/officer	0.3	2.4	902 cases	8 weeks including writing out	0.3	2.4	Does not include inspector's time
Ex Class D	6 monthly	9 cases	3 hours	Manager/officer	0	0.1	9 cases	3 hours	0	0.1	Expect this to remain responsibility of officers
Ex Class E	12 monthly	93 cases	1 week	Manager/officer	0	0.1	93 cases	1 week	0	0.1	Expect this to remain responsibility of officers
Ex Class F (decd)	3 monthly	353 cases	1.5 days	Manager/officers	0.2	0	353 cases	1.5 days	0.2	0	Expect this to remain responsibility of manager
Ex Class G	12 monthly	6 cases	3 hours	Manager/officer	0	0.1	6 cases	3 hours	0	0.1	Expect this to remain responsibility of officers
Ex Class H	12 monthly	2 cases	1 hour	Manager/officer	0	0.1	2 cases	1 hour	0	0.1	Expect this to remain responsibility of officers
Ex Class I	12 monthly	12 cases	4 hours	Manager/officer	0	0.1	12 cases	4 hours	0	0.1	Expect this to remain responsibility of officers
Ex Class J	12 monthly	5 cases	3 hours	Manager/officer	0	0.1	5 cases	3 hours	0	0.1	Expect this to remain responsibility of officers
Ex Class K	12 monthly	1 case	30 mins	Manager/officer	0	0.1	1 case	30 mins	0	0.1	Expect this to remain responsibility of officers
Ex Class L	12 monthly	21 cases	1 day	Manager/officer	0	0.1	21 cases	1 day	0	0.1	Expect this to remain responsibility of officers
Ex Class M (no review required)											
Ex Class N (students)	Monthly	200 cases per month	1 days	Manager/officers	0.36	0	200 cases per month	1 days	0	0.36	Reports for this currently produced by managers, could be done by officers.
Ex Class O (no review required)											
Ex Class P (no review required)											
Ex Class Q (no review required)											
Ex Class R	12 monthly	8 cases	3 hours	Manager/officer	0	0.1	8 cases	3 hours	0	0.1	Expect this to remain responsibility of officers
Ex Class S	12 monthly	25 cases	1 day	Manager/officer	0	0.1	25 cases	1 day	0	0.1	Expect this to remain responsibility of officers
Ex Class T	12 monthly	6 cases	2 hours	Manager/officer	0	0.1	6 cases	2 hours	0	0.1	Expect this to remain responsibility of officers
Ex Class U	12 monthly	280 cases	2 weeks	Manager/officers	0	0.25	280 cases	2 weeks	0	0.25	Expect this to remain responsibility of officers
Ex Class V	12 monthly	250 cases	2 weeks	Manager/officers	0	0.25	250 cases	2 weeks	0	0.25	Expect this to remain responsibility of officers
Ex Class W	12 monthly	7 cases	2 hours	Manager/officer	0	0.1	7 cases	2 hours	0	0.1	Expect this to remain responsibility of officers
Internal and external audits	Twice Yearly		3 days	Manager	0.1	0		3 days	0.1	0	Expect this to remain responsibility of manager
	As and when			Manager	0.3	0			0.5	0	Expect increased turnover of staff, filling existing vacancies, als more work carried out by team manager which was previously carried out by Maxine
New staff interviews inc shortlisting etc											
New staff induction, assessment and leaving staff system and paperwork	As and when			Manager	0.1	0			0.1	0	Expect this to remain responsibility of manager
Assisting staff with complex cases	Daily	5 cases	1-2 hours x 10 managers and senior officers	Manager/Senior officer	4	6	5 cases	1-2 hours x 10 managers and senior officers	2	3	There will be a similar amount of queries as the work will be more complex, some will be dealt with by the officers, and some by the manager.
Ensuring Departmental FOI compliance is met	Monthly	15 cases p/month	4 days p/m-1 manager	Manager	1.5	0	15 cases p/month	4 days p/m-1 manager	0.5	1	Currently dealt with at manager level, but some of this work could be dealt with by officers.
Ensuring Departmental DPA compliance is met	Daily		30 mins	Manager	0.5	0		30 mins	0.1	0.5	Currently dealt with at manager level, but some of this work could be dealt with by officers.
Referencing email exceptions within and outside of workflow	Daily	40-50 cases p/day	2-3 hrs p/day x1 admin	Admin assistant	0	3	40-50 cases p/day	2-3 hrs p/day x1 admin	0	3	Work carried out by Local taxation assistant
Monitoring emails received via Customer Service	Daily	10 cases	30 mins x 1 senior officer	Senior Officer	0	0.5	10 cases	30 mins x 1 senior officer	0	0.5	
Sorting of incoming post-assistants	Daily	60 items per day	30 mins x 2 admin asst	Admin assistant	0	1	60 items per day	30 mins x 2 admin asst	0	1	Work carried out by Local taxation assistant
Sorting and despatch of billing-assistants	Daily	800 bills p/day	4 hrs x 1 admin asst	Admin assistant	0	4	800 bills p/day	4 hrs x 1 admin asst	0	4	Work carried out by Local taxation assistant
Disposal of confidential waste-assistants	Daily		30 mins x 1 admin asst	Admin assistant	0	0.5		30 mins x 1 admin asst	0	0.5	Work carried out by Local taxation assistant
Deal with written customer correspondence and emails	Daily	530 items	1 day x 10 officers	Senior officer &Officers	0	106	200	1 day x 12 officers	0	50	Assume approximately 1/3 of work is back office, plus items escalated from front office. Assume average output would decrease to 4 per hour as dealing with more complex queries.
System generated reports and exceptions as follows:											
Direct Debit: ADDACS	Daily	40 accounts	45 mins p/day x 1 officer	Senior Officer	0	0.75	40 accounts	45 mins p/day x 1 officer	0	0.75	Expect this to remain responsibility of officers
Direct Debit: AUDDIS (Input)	Daily	10 accounts	15 mins p/day x 1 officer	Senior Officer	0	0.25	10 accounts	15 mins p/day x 1 officer	0	0.25	Expect this to remain responsibility of officers
Direct Debit: ARRUDS (Reversals)	Monthly	700 cases p/month	10 days x 1	Senior officer &Officers	0	3.6	700 cases p/month	10 days x 1	0	3.6	Expect this to remain responsibility of officers
Direct Debit: EXCEPTIONS	Monthly	250-300 accounts	1.5 days p/m x 1	Senior officer &Officers	0	0.5	250-300 accounts	1.5 days p/m x 1	0	0.5	Expect this to remain responsibility of officers
Direct Debits: Various other /core ref/multiple dd accounts	as and when	50-60 accounts	0.5 days x 1 manager	Senior officer &Officers	0.1	0	50-60 accounts	0.5 days x 1 manager	0.1	0	Expect this to remain responsibility of manager
Billing Inhibits and exceptions	Monthly	215	2 hours x 1	Manager/senior officer	0.1	0	215	2 hours x 1	0.1	0	Expect this to remain responsibility of manager
Contact with external organisations and internal departments	Daily	As and when	15 mins per day x 4 Managers	Manager	1	0	As and when	15 mins per day x 4 Managers	0.5	0.5	Currently dealt with at manager level, but some of this work could be dealt with by officers.
Searches with external organisations e.g. Agents, Land reg, Experian, Locta etc	Daily	10 searches	All staff	All	0.2	2	10 searches	All staff	0	2	Officers would be empowered and equipped to carry out any searches required, and record them as necessary.
	Daily			Managers/Senior Officers							
Back office telephone call centre	Daily						25 coa (level 3) calls		0	6.25	Based on 17% on calls being change of address, 1/3 of which are level 3, and end-to-end average processing of 15 mins
Final notice calls	Monthly						1200 calls @ 10 mins		0.5	10	Sent out monthly (approx 4000 notices) expect about 30% to call
Escalated level 3 calls	Daily						40	15 minutes per call - including follow up	0.5	9.5	Expect officers to deal with the majority of escalated calls (95%) unless specifically for manager.
				Total Hours per day	37.55	136.63		Total Hours per day	16.28	122.14	
				Total Managers/officers req	5.2	19.0		Duties from senior post (see below *)	3.3		
								Add 20 % inefficiency	3.9		
				Average equivalent number of officers on the telephone each day	0.0	7.0		Total Managers/officers r	3.3	17.0	
				Total requirements	5.2	26.0		Proposed structure for back office (operations)	1.0	12.0	
				under-resourced	1.1	4.0		Under-resourced	2.3	4.9	