

# EXECUTIVE COUNCIL

## RESTRICTED

**Title of Report:** Progress report on the implementation of the Review of Government

**Paper No:** 214/09

**Date:** 17 September 2009

**Report of:** Chief Executive

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### 1. Purpose

- 1.1 This report updates Executive Council with progress in the implementation of the Review of Government

### 2. Recommendation

- 2.1 That Executive Council notes the report and agrees the Management Roles and Responsibilities as discussed in sections 7.4 – 7.10 and outlined in Appendix Two.

### 3 Financial Implications summary

- 3.1 None specific to this report.

### 4. Background

- 4.1 Executive Council received at its December 2008 meeting a comprehensive Review of Government and at its January 2009 meeting agreed 22 amended Recommendations. These set out a comprehensive programme of change across the whole of Government which will take several years to achieve completely.
- 4.2 In February 2009 Executive Council agreed a new management structure for the Government and tasked the Chief Executive with implementing that structure in line with the report and normal procedures.
- 4.3 In March 2009 Executive Council approved a further report on the detailed implementation of the new organisational structure which set out how the new structure at senior levels was to be implemented.
- 4.4 Since that time Members have been updated regularly through the Chief Executive's weekly meeting. However no formal report has been put before Executive Council since March. The new senior management structure is due to be implemented on 1 October and so this

meeting of Executive Council provides an appropriate opportunity for a formal report on progress.

## 5. Top Management Structure

5.1 The process and time-line agreed by Executive Council in March this year has been followed.

5.2 Post holders in the existing management structure at Government Management Team level underwent an assimilation process to match them to posts in the new structure. The process varied from post to post based on the differences between old and new posts and where there was no direct match an assessment had to be made of the demonstrable skills of the post-holder.

5.2 This process resulted in all but two post holders being slotted in to new posts:

Director of Corporate Resources	Keith Padgett
Attorney General	David Pickup
Director of Natural Resources	John Barton
Director of Public Services	Manfred Keenleyside
Director of Minerals	Phyl Rendell

5.3 However the Government Secretary and Director of Human Resources decided not to accept re-deployment to lower graded posts and take redundancy/early retirement instead. These post holders left the Government on 28 or 31 August (by mutual agreement the Director of Human Resources will be on special leave until her notice period expires in February 2010, whereas the Government Secretary has left Government pay roll).

5.4 A new Head of Human Resources has been appointed (Carolyn Montgomerie) and formally took up post on 1 September. An appointments process for the Head of Executive Management is presently underway.

5.5 Other new appointments to vacant posts include Andrew Lee as Director of Procurement and David Jenkins as Director of Health and Education: Mr Lee took up appointment on 7 September and Mr Jenkins arrives in January. Derek Muhl will continue as Interim Director of Health until November and Richard Fogerty will continue as Acting Director of Education until David Jenkins arrives at which point he will revert to Assistant Director of Education.

5.6 The one outstanding vacancy at senior level is the Director of Community Safety where a local appointments process was unsuccessful. It is expected that an appointment to the post will be made on 23 October in London and that the appointee will start in April 2010. The current Chief Police Officer will remain in post until the end of April 2010, but not hold the post of Director of Community Safety.

5.7 This means that the new Corporate Management Team (CMT) can commence on 1 October as scheduled with some interim arrangements as outlined above.

## **6. Other management posts**

- 6.1 Below new Corporate Directors there is to be a generic tier of managers taking the prime responsibility for day to day operational management – these have been designated Heads of Service.
- 6.2 The reports agreed by Executive Council in February and March this year specified the generic roles for the new Heads of Service posts but proposed that the assimilation to these new roles should be led by new Directors once in post and over time-scales that suited the circumstances of each directorate.
- 6.3 To ensure that this approach is consistent and will achieve the aims of the Review of Government greater guidance will be required for Directors than the generic job description alone. A Generic Management Roles framework is under development (see Appendix Two for current draft) which will clarify the roles and accountabilities of each level of management across the Government. This framework is an essential component of the Competency and development programme which forms a key part of the next phases of the Review and is discussed in more detail below.
- 6.4 Equipped with these reference points and supported actively by the Corporate Management Team as a whole new Directors will now be asked to review their services and submit proposals at some point over the next 12 months. The aim will be to have the Head of Service tier in place for 1 January 2011. This may mean interim designations are required in the meantime, and certainly from 1 July 2010, for example to operate financial procedures.
- 6.5 Meanwhile the Director of Civil Aviation has been assimilated to the new post of Head of Regulation with effect from 1 October. His induction in to this potentially much wider role will take place over an extended time period as aviation regulation work allows.

## **7. Other aspects of the Review Programme**

- 7.1 As the new top management structure of the Government comes in to place it is possible to move forward to achieve the other Recommendations on the 22 point programme. Specific accountabilities have been allocated at Corporate Management Team level and nominated staff are completing action plans to achieve each Recommendation (see Appendix One). In many cases these will involve further review before specific actions can be proposed (for example Recommendation 3 – the joint task force needs to be commissioned and in due course report before any firm decisions on transferring services can be made).
- 7.2 Further reports will need to be provided to Executive Council on the proposed programme overall and on specific points.
- 7.3 However in the meantime work is pressing ahead to progress the several aspects of the Review involving capacity building, performance management, training and development and career development (Recommendations 6, 7, 8 and 16). It is absolutely essential to prioritise these if the capabilities and behaviours necessary to make the new approach work and to improve the performance of Government are to be achieved.

## Competency programme: management roles and responsibilities

7.4 Progression of these items is focused presently on a Competency Programme which is being developed in partnership with the National School of Government and funded by the Foreign and Commonwealth Office.

7.5 The first phase of this programme is due to take place in four stages between October this year and March 2010. The outcomes from this phase will include:

- Defined roles and accountabilities for all managers
- Agreed managerial, core and professional/technical competencies for all staff
- Revised performance management framework providing consistency and robustness
- Groundwork for revising over time all job descriptions to make far clearer the competencies required
- Implementation of a training programme for top management initially but subsequently for all managers and aspiring managers
- Clearer career development routes

7.6 Subsequent phases will continue the process of implementing training and development and career development approaches.

7.7 The back-bone of the programme is a clear and specific definition of what different management posts/levels are required to do: otherwise it is impossible to define the competencies required and impossible thereafter to provide training and development. This includes financial and human resource delegations.

7.8 This means that in order to progress the programme decisions are needed about roles and responsibilities and specifically envisaged financial and human resource delegations.

7.9 Appendix Two provides the envisaged roles and responsibilities for each management tier and Appendix Three outlines the Financial responsibilities in greater detail.

7.10 An Executive Council decision on the broad principles of this is now required in order to allow the process to move ahead, which will be subject to further review.

## **8. Financial Implications**

8.1 At this stage the staffing budget for the current financial year is on target but tight. Whilst some savings are evident, since not all posts will be filled from 1 October as originally costed, there are compensating additional costs resulting from appointments being made at higher salary levels than originally estimated. In terms of full year costs; based on the current known and anticipated appointments, there will be a reduction in the originally estimated annual savings of £22,000. However, the full picture will not be available until later in the year when the full appointment process has been concluded. It is not therefore proposed to make any amendments to the originally estimated overall costs.

## **9. Legal Implications**

9.1 The review recommendations touch on a wide number of legal issues either directly or indirectly, but in relation to the progress of recommendations highlighted in this paper, the key issues are as follows.

- Assimilation to Heads of Service roles must be carried out having due regard to the provisions of the Management Code to ensure compliance with all relevant employment protection provision.
- The Task Force to be established regarding the potential transfer of FIG service provision to the private sector will need to have particular regard to employment law issues and make appropriate policy recommendations, such as in connection with the current non-application of TUPE (transfer of undertakings) provisions to the law of the Falkland Islands.

APPENDIX ONE – IMPLEMENTATION PROGRAMME FOR REVIEW

**Review of Government**

<b>Amended Recommendation</b>	Lead Officer	Outcomes	Action Plan with timeframe
<p>1. Government recognises that the number of services historically provided by it, because of the small size of the community, is unusual in a market orientated economy, and gives it a dominant position in the labour market; it also recognises that its essential strategic role is being diluted by the extent of the other services for which it is responsible. Government therefore reconfirms its strategy to transfer from Government to the private sector the provision and delivery of services where this can be demonstrated to be in the public interest, and thus reduce where possible both the overall size of the public sector and the size of the central civil service within the public sector.</p>	<p><b>Director of Procurement and Efficiency</b></p>	<p><b>Reduce Public Service provision</b></p> <p><b>Reduce number of civil servants in post</b></p> <p><b>Promote service delivery in private sector</b></p> <p><b>Enhance FIG as strategic procurer of services</b></p>	
<p>2. It will be necessary to review how delivery of non-strategic services and operations can be devolved, and considerable investment in</p>	<p><b>CE</b></p>	<p><b>Strategic Directors to become market</b></p>	

<p>capacity will be necessary to achieve this. Accordingly the new organisational structure of government should include senior roles and specific resources dedicated to market making, commissioning and procurement, and the development of non governmental agencies if necessary.</p>		<p><b>makers, commissioners of service, procurers of services.</b></p> <p><b>Develop non FIG agencies</b></p>	
<p>3. A strategy to reduce central government will fail if the private sector and Government's own staff are not committed to it, and closely and actively involved in achieving it. A joint task force should be commissioned of suitably qualified people which will recommend the parts of government which are most likely to be effectively transferred, and then work up the details of commissioning and procurement.</p>	<p><b>DPE</b></p>	<p><b>Commission joint task force of FIG staff and private sector reps to form Joint Task Force</b></p>	
<p>4. A strategy to reduce the size of the public service also fail if the regulatory function of Government is not strengthened. This can be achieved through the aggregation, as far as is practicable, of regulatory functions within one department, and the provision of substantial powers and a firm legal basis to properly regulate across a wide but defined field, including private sector monopolies and mergers, civil aviation, telecommunications, fuel supply and distribution, banking and all services transferred from the Government to the</p>	<p>AG</p>		<p><b>Department of Regulation established</b></p> <p><b>Legal Framework for regulation of private sector monopolies CAA, Telecomms, fuel supply, banking, private sector</b></p>

private sector.			
<p>5. The current review of the Falkland Islands Development Corporation can assist and support the implementation of this strategy, and how the Corporation can contribute to the creation and implementation of the Economic Development Strategy for the Falkland Islands. This will require a review of the necessary resources, structure and Board membership, and focusing on agreement of the Corporation's business plan and budget as the key means of establishing the ongoing role of the Corporation.</p>	<p>CE GM FIDC</p>		
<p>6. A new organisational structure should be created which has:</p> <ul style="list-style-type: none"> <li>● a small top team ideally of around <b>8 to 10</b> Corporate Directors which relates logically to the Islands Plan and political structure;</li> <li>● these Corporate Directors will focus on strategy (including financial planning), corporate working, performance management of operational managers, commissioning and support for the political process;</li> <li>● Below this a consistent tier of Service Heads who have clearly delegated</li> </ul>	<p>CE HHR</p>		

<p>responsibility for day to day issues within the policy and strategy set by Councillors and performance management provided by Corporate Directors;</p> <ul style="list-style-type: none"> <li>● Corporate Directors and other managers which are as far as possible generic and capable of transferring responsibilities or taking on other roles such as managing projects;</li> <li>● Planned and managed rotation and career management of managers at all levels consistent with the need for professional and technical specialisms.</li> </ul>			
<p>7. The future management cadre for the public service will develop strong core management skills including strategic planning, financial management, business planning, performance management, project management and commissioning and procurement. This to be achieved through a strong corporate training programme linked to career development planning and appraisal (and see Recommendation 12 below).</p>	<p>HHR</p>		
<p>8. An on-going programme of external performance audits and inspections should be provided for Government services to help drive up efficiency, effectiveness and value for money. The Public Accounts Committee whose terms of reference are planned to</p>	<p>DCR</p>		

include value for money can also make an important contribution here.			
9. Continued emphasis should be given to the process of Islands Planning, business planning and performance management in order to ensure that clear priorities are provided and cascaded to departments and individuals. The recent strengthening of integral links to financial planning needs to continue to be prioritised.	HOP		
10. The Islands Plan should be further developed with a stronger, more aspirational and compelling vision for the Islands involving all stakeholders and which focuses and motivates all sections of the community.	HOP		
11. A formal Government-Business Compact should be agreed to set out the relationship and detail how it will work.	DPE		
12. The Government should produce and actively manage a Workforce Development Strategy to ensure that future senior and specialist skills are available locally and to ensure a dynamic, flexible civil service. It should include measures such as management development, fast-streaming and flexible deployments. This responsibility should form a core priority for those responsible for Human Resources in the future.	HHR		

<p>13. There is significant scope for improving the inter-face with the customer and general public whilst conserving the closeness and personal service which is a major FIG strength. As a next step, a short Improving Access Plan should be developed by a task and finish group of FIG staff and customer representatives which prioritises areas for improvement, sets some achievable targets and dates together with an action and resource plan.</p>	DPE		
<p>14. Public information and government communications are much more limited than in comparable organisations and this prevents FIG from operating effectively. A new organisational structure for FIG should include clear responsibility at a senior level for communications and staff involved should be appropriately trained and equipped.</p>	CE		
<p>15. A new organisational structure for FIG should include:</p> <ul style="list-style-type: none"> <li>● larger management units linking services logically and with increased budget delegation (within clear cash limits) to enable efficiencies to be achieved</li> <li>● the creation of a shared services approach for administrative, processing and support activities which includes potentially both public and private sectors and which can be</li> </ul>	<p>CE DCR</p> <p>DPE</p>		

placed in the private sector to operate commercially and expand.			
16. Management systems such as business planning, departmental budget management, performance management and project management must continue to be implemented strongly as key to improving both efficiency and effectiveness in the longer term.	<b>CE</b> <b>DCR</b> <b>DPE</b> <b>HOP</b> <b>HHR</b>		
17. Technology is a key tool of improved efficiency if rigorously appraised and managed but must be linked closely to wider process improvements and changes to working practices. It is also key to the Islands' economic development. In future, responsibility for technology, HR and organisational change needs to be included in a single Corporate Director post. An e-government strategy should be produced as an early priority by this person.	DPE		
18. Agreeing with elected Members specific service levels, and with the civil service some clear measurable medium term targets for efficiency, as these reforms are achieved, will be an essential component of the process. The Public Accounts Committee should include the monitoring and evaluation of these targets in its core work programme.	DCR HOP DPE		
19. Greater clarity of the councillor and civil servant roles and relationships contained in job descriptions, codes and protocols would	AG		

<p>help all parties to understand and support each others' roles. The Attorney General should lead a task and finish group involving councillors, officers and the public to review and make specific detailed recommendations.</p>			
<p>20. In comparison with UK policy and practice and reflecting some local concerns, a more strategic and policy orientated role for councillors would strengthen the Islands. The civil service will need to improve its approach to enable this to be effective through greater senior input in to corporate policy.</p>	<p>AG CE</p>		
<p>21. The pilot project for councillor training and development is to be applauded and should be built upon especially with regard to the new Council from November 2009.</p>	<p>AG</p>		
<p>22. The planned Complaints Commissioner should have a broadly defined role which enables 'task and finish' appointments from time to time to proactively review and develop standards issues.</p>	<p>AG</p>		

## APPENDIX TWO - Generic Management Roles

Generic role	Level 1: Corporate Director	Level 2: Head of Service	Level 3: Team or other manager or equivalent with significant management responsibility	Level 4: Front line staff member with limited or no management responsibility
Political interface	<ul style="list-style-type: none"> <li>• Work closely with elected Members to ensure policies and decisions are well supported with effective information and advice</li> <li>• Ensure that all reports provided to Executive Council from Directorate are clear, relevant and contain all necessary information for decision making</li> <li>• Ensure that Executive Council decisions are effectively implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Respond efficiently to day to day enquiries from Members about the Service</li> <li>• Assist Director in drafting of Executive Council reports and where asked draft such reports</li> <li>• As requested by the Director, attend and support policy development meetings with Members</li> <li>• Ensure that decisions of Executive Council are effectively implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Assist Head of Service as required in responding to Member enquiries and in the development of policy papers and Exco reports</li> </ul>	May have technical input in to policy issues.
Strategy	<ul style="list-style-type: none"> <li>• Participate actively as a member of CMT in the development of corporate strategy (led by the Chief Executive)</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in the development of corporate strategy as requested</li> </ul>	No specific role.	No specific role.

	<ul style="list-style-type: none"> <li>• Undertake assigned leadership roles in the development of corporate strategy</li> <li>• Lead specific strategy development projects</li> <li>• Produce appropriate strategic work within the Directorate's functional areas</li> </ul>	<ul style="list-style-type: none"> <li>• Participate actively in the development of specific strategies as directed by Director (led by a Strategic Director)</li> </ul>		
Corporate working	<ul style="list-style-type: none"> <li>• Actively participate as a team member of the Corporate Management Team to ensure that the organisation is following common objectives and priorities</li> <li>• Take a lead role within and across directorates to ensure activities, services and resources are sensibly 'joined up'</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously balance a service focus with sensitivity to how public service or use of resources can be bettered through cross-departmental co-operation</li> <li>• Where assigned by the Director, participate actively in corporate working groups</li> </ul>	No specific role.	No specific role.
Finance	<ul style="list-style-type: none"> <li>• Work within the corporate management team to plan and manage the Government's</li> </ul>	<ul style="list-style-type: none"> <li>• Personal accountability in planning and managing Service budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Assist Head of Service in planning budget and manage any assigned budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure financial procedures are correctly followed</li> </ul>

	<p>overall finances</p> <ul style="list-style-type: none"> <li>• Oversee the process of planning and managing budgets within assigned services</li> <li>• Work with Heads of Service to contain overall expenditure within Directorate cost centres including virements when required</li> </ul>	<ul style="list-style-type: none"> <li>• Provide accurate financial data to Director and Treasury</li> <li>• Ensure Financial Procedures are followed correctly</li> </ul>	<ul style="list-style-type: none"> <li>• Provide accurate financial information</li> </ul>	
Operational and Performance management	<ul style="list-style-type: none"> <li>• Work with heads of service to develop effective service business plans, and monitor the achievement of these plans helping heads of service to tackle problems in achieving them</li> <li>• Agree, monitor and evaluate heads of service performance statements</li> <li>• Ensure that effective business planning and performance management arrangements are in place across the</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and gain agreement to a service business plan; pro actively manage the deliver of the Plan identifying obstacles and potential solutions ensuring that the director is aware of progress issues in good time</li> <li>• Agree, monitor and evaluate performance statements for managers and other direct reports</li> <li>• Ensure that effective performance management arrangements are in place across the service</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to the service business plan as requested by the head of service</li> <li>• Manage the work of the team to achieve the objectives and tasks in the service business plan and to ensure that service standards and day to day tasks are achieved</li> <li>• Agree, monitor and evaluate performance statements for staff</li> <li>• Support the day to day working of staff through mentoring and offering support when significant issues arise</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to the service business plan as requested by the team manager</li> <li>• Manage own work to achieve the objectives and tasks in the service business plan and to ensure that service standards and day to day tasks are achieved</li> <li>• Achieve the objectives in performance statement</li> </ul>

	<p>directorate and at all levels</p> <ul style="list-style-type: none"> <li>• Support the day to day work of heads of service through mentoring and offering support when significant issues arise</li> </ul>	<ul style="list-style-type: none"> <li>• Support the day to day working of junior managers and staff through mentoring and offering support when significant issues arise</li> </ul>		
Projects	<ul style="list-style-type: none"> <li>• Lead and manage corporate or major service projects as may be from time to time agreed with the Chief Executive to ensure 'on time and in budget'</li> <li>• Act as Senior Reporting Officer or Project Sponsor for other key projects within the directorate or corporately</li> </ul>	<p>Lead and manage service projects as may be from time to time agreed with the Director to ensure 'on time and in budget'</p> <p>Participate in corporate projects as requested from time to time by the Director, always seeking to help ensure that project aims are achieved on time and in budget</p>	<p>Participate in project teams as may be requested by the head of service from time to time, always seeking to help ensure that project aims are achieved on time and in budget</p>	<p>Participate in project teams as may be requested by the head of service from time to time, always seeking to help ensure that project aims are achieved on time and in budget</p>
Professional leadership	<ul style="list-style-type: none"> <li>• Work with and support leading professionals within the Directorate to ensure that policy and practice meet relevant professional standards</li> <li>• Where relevant, be</li> </ul>	<ul style="list-style-type: none"> <li>• Where relevant, be the lead professional within FIG, providing objective advice to a high standard for Director/Members and ensuring practice meets relevant professional</li> </ul>	<p>Where relevant, be the lead professional within FIG, providing objective advice to a high standard for Director/Members and ensuring practice meets relevant professional standards</p>	

	the lead professional within FIG, providing objective advice to a high standard for Members and ensuring practice meets relevant professional standards	standards		
Human Resources	<ul style="list-style-type: none"> <li>• Ensure all HR processes within the Directorate comply with the Management Code</li> <li>• Appoint, review, discipline and dismiss where required (subject to the provisions of the Management Code) heads of service and other direct reports</li> <li>• Work with HR, CMT and heads of service to achieve effective work force planning corporately and for services and individual in the directorate</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all HR processes within the service comply with the Management Code</li> <li>• Be responsible for the appointment, review, disciplining and dismissal where required (subject to the provisions of the Management Code) of staff within the service (specific functions/tasks can be delegated to Team Managers, but HoS retains accountability)</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all HR processes within the team comply with the Management Code</li> <li>• Where delegated by the head of service, be responsible for the appointment, review, disciplining and dismissal where required (subject to the provisions of the Management Code) of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure complies with all HR processes in the Management Code</li> </ul>

**APPENDIX THREE: FINANCIAL RESPONSIBILITY, ACCOUNTABILITY AND DELEGATION**

	<b>Level 1: Corporate Director</b>	<b>Level 2: Head of Service</b>	<b>Level 3: Team or other manager or equivalent with significant management responsibility</b>	<b>Level 4: Front line staff member with limited or no management responsibility</b>
<b><u>General Role Definition</u></b>	<i>Participate in corporate financial management as a member of GMT, oversee directorate finances and determine spending priorities</i>	<i>Contribute to corporate financial management, participate in directorate financial management and formulate and control section budgets</i>	<i>Functional/project budget responsibilities and provide data for budget preparation and control</i>	<i>Operate in accordance with Financial Instructions and prepare appropriate data and analyses</i>
Budget Preparation	Contribute to corporate budget policy determination (MTFP) Contribute to corporate budget strategy formulation Prioritise new corporate and directorate initiatives Formulate/present directorate budget strategy Liaise and discuss proposals with Treasury/Elected Members	Contribute to corporate budget strategy formulation Formulate new initiatives  Prepare section budget Liaise and discuss proposals with Treasury	Contribute to section budget submission  Prepare data for budget submission	Input to section budget submission  Prepare data for budget submission
Budgetary Control	Monitor and control corporate budget (as a GMT member) Monitor and control directorate budgets Prioritise additional spending requirements corporately Prioritise directorate additional spending requirements Seek AISE approval from	Monitor and control section budget  Identify additional spending requirements Seek approval for AISE from	Data preparation and investigate variances  Project management/functional control of individual budgets	Data preparation  Source data

	<b>Level 1: Corporate Director</b>	<b>Level 2: Head of Service</b>	<b>Level 3: Team or other manager or equivalent with significant management responsibility</b>	<b>Level 4: Front line staff member with limited or no management responsibility</b>
	Treasury/SFC Approve inter-section virements (subject to authorised limit) Seek approval for virements from Treasury/SFC	Director Approve intra-section virements (subject to authorised limit) Seek approval for virements from Director/Treasury/SFC	Identify virement requirements/ availability of funding	Identify virement requirements
Internal/External Audit and Public Accounts Committee	Contribute to formulation of audit plan and PAC work Oversee and respond to internal and external audit reports Liaise with internal and external auditors on directorate issues	Respond to internal and external audit reports Liaise with internal and external auditors on section issues Provide data and analyses requested Implement recommendations	Contribute to responses Contribute to responses Provide data and analyses requested Amend procedures	Provide data and analyses requested to section head Apply amended procedures
Receipts and Payments	Formulate revenue raising strategies  Review Directorate debtors and facilitate chasing process  Approve payments up to high level (outside standard budget) (e.g. Wind Farm £Ms)  Approve purchase orders up to high level (outside standard budget) (e.g. Wind Farm £Ms)	Implement revenue strategies & ensure all revenue streams invoiced Chase payment of overdue invoices & review monthly debtors list from Treasury Approve payments up to medium level (within standard operating budget)  Approve purchase order on system up to medium level (within standard operating budget)	Request invoices raised for revenue  Manage customer relations re payment  Approve payments up to low level  Answer Treasury queries re payments Approve purchase order on system up to low level  Confirm receipt of goods	Process invoices onto Dynamics  Complete paper work for debt management  Complete paper work for payments & send to Treasury  Answer basic Treasury queries re payments Process purchase order on system  Enter receipt of goods into system

	<b>Level 1: Corporate Director</b>	<b>Level 2: Head of Service</b>	<b>Level 3: Team or other manager or equivalent with significant management responsibility</b>	<b>Level 4: Front line staff member with limited or no management responsibility</b>
Final Accounts	Overall review of final accounts	Request Treasury assistance in chasing overdue invoices (after internal chasing)  Authorise and submit year-end returns on assets, stock, etc Supply requested data in accordance with year end instructions	Supervise and maintain stock control system & inventories Supply requested data in accordance with year end instructions	Carry out periodic stock checks and provide data Provide data and analyses requested to section head