



Haringey Council

Agenda item:

[No.]

General Purposes Committee

On 23 September 2010

Report Title: **Support Functions Review (SFR) – Policy and Performance Functions**

Report of: **Stuart Young, Assistant Chief Executive People and Organisational Development**

Signed :

Contact Officer : Eve Pelekanos, Corporate Head of Policy and Performance

Wards(s) affected: **All**

Report for: **[Key / Non-Key Decision]**

1. Purpose of the report (That is, the decision required)

- 1.1. In February 2010 as part of the Support Functions Review (SFR), Chief Executive's Management Board (CEMB) agreed to review the organisation of the policy and performance functions within the Council. On 15 July 2010 Cabinet Advisory Board (CAB) endorsed proposals to create a council wide centralised shared service for the policy and performance functions.
- 1.2. The attached report is based on that agreement and sets out a proposed model for streamlining these functions. At Cabinet Advisory Board Members gave a clear indication that a 50% saving is expected from this review.
- 1.3. Members to agree the proposed centralised model for the policy and performance and the associated efficiencies.

2. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 2.1. The SFR of Policy and Performance contributes to the Council Plan priority of **'Delivering high quality, efficient services'** by ensuring that these functions are provided in the most cost effective way.

3. Recommendations

That Members:

- 3.1 Note that formal consultation on the proposed centralised model for the policy and

performance and the associated efficiencies began on 6th September and is due to run until 6th October 2010.

3.2 Delegate authority to the Assistant Chief Executive (People & Organisational Development) in consultation with the Chair of General Purposes Committee to sign off amendments and proceed to implementation following formal consultation. This is subject to there being no significant & adverse unresolved comments or substantial deviations from the proposals. In such circumstance a report will be brought back to the next meeting of the Committee.

3.3 Note the timetable for delivery.

4. Reason for recommendation(s)

4.1. The new Strategic Planning and Support Unit will be key in ensuring that the council has a policy framework which meets statutory requirements and enables effective service delivery.

5. Other options considered

5.1. Not applicable

6. Summary

6.1. In February 2010 as part of the SFR, CEMB agreed to review the organisation of the policy and performance functions within the Council.

6.2. In recognition of the need to respond to the new national and local agendas, make efficiencies and meet the future needs of Haringey, in July CEMB and CAB, agreed that the new model for the Council's policy and performance functions will be a centralised shared service to be known as the Strategic Planning and Support Unit. It will include the functions below:

- **Strategic Planning** – policy, research, cohesion (including equalities), partnerships and scrutiny
- **Business Intelligence** – performance management and systems support, data and needs analyses, data quality and customer insight

6.3. The attached paper is based on that agreement and sets out a proposed model and associated efficiencies for streamlining these functions.

7. Chief Financial Officer Comments

7.1. The Chief Financial Officer has reviewed the proposals in this report with the author.

7.2. The current cost of this service is approximately 94% funded from LBH core and 6% external grant funding; the latter is largely all within PPP&C. Estimated

savings have been made against the current cost of provision regardless of funding source.

7.3. The costing of the proposed structure has been checked and should enable the estimated cost saving to be realised on full implementation however, the actual saving cannot be finalised until the formal consultation is completed as there could be minor amendments to both proposed structure and grades as well as to the current positions deemed to be within the ring-fence. It is only at that stage that a complete reconciliation between current budget provision and required budget provision can be taken.

7.4. The main operating costs (non-salary budget) requirement relates to training, given the need for staff to be up to date on national and regional policy, and some supplies and services in relation to production of statutory documents. A small on-cost per post will be added to the salary budget before the budgets are consolidated to ensure there is sufficient to create a viable service.

7.5. At the current stage it hasn't been possible to assess whether any redundancy costs will be incurred and the Council should aim to redeploy any displaced staff in the first instance. Should this not be possible any one-off costs will have to either be met corporately or offset against the first year's savings.

8. Head of Legal Services Comments

8.1. There are no specific legal implications concerning the model to be adopted by the Council for policy and performance functions. The proposals set out in this report are ones that fall within the remit of the Council's policies concerning organisational restructuring and redeployment in respect of the implications for staff employed by the Council. Consideration should be given in order to confirm the proposals for the appropriate pools for redundancy selection and the selection criteria to be adopted. The proposals are at such a stage that statutory consultation under the provisions of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 should be undertaken, in addition to appropriate consultation with the employees affected by the proposals. This consultation should be carried out while the proposals are still at a formative stage and where no final decision has been made.

9. Head of Procurement Comments

9.1. Not applicable

10. Equalities & Community Cohesion Comments

10.1. An Equalities Impact Assessment of the Policy and Performance SFR has been carried out and it found no adverse effects in terms of equalities.

11. Consultation

11.1. Informal consultation has included:

- Three stakeholder workshops held during May and June 2010 to get the views of both senior officers and staff delivering policy and performance functions
- Meetings with Directors and Assistant Directors to get their views
- During the first half of July 2010 meetings with staff working in functions covered by the scope of the review on the proposed model.

11.2. The feedback from the informal consultation has been used to develop the model described in the attached report.

11.3. Formal consultation runs from 6th September to 6th October 2010. Further meetings with staff and unions will be held during this period.

12. Service Financial Comments

12.1. Based on the proposed model the resource undertaking policy and performance functions will be halved. The estimated saving is a 51% reduction in the number of posts and a 44% reduction in cost between the current and proposed structure.

12.2. As a result of ongoing formal consultation the number of posts affected may change. Any shortfall from the 50% cost reduction will need to be found either by other overlapping support function reviews or from within directorates.

12.3. A small on-cost per post will be added to the salary budget before the budgets are consolidated to ensure there is sufficient to create a viable service.

12.4. It is assumed that redundancy costs will be met centrally.

13. Use of appendices /Tables and photographs

Appendix 1: The proposed model for Policy and Performance

14. Local Government (Access to Information) Act 1985

14.1. Not applicable