

Agenda item:

**[No.]**

**General Purposes Committee**

**On 28 October 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. On 23 September the General Purposes Committee discussed the proposed model and requested that following consultation the final model (Appendix 1 of this report) be presented to this committee.
- 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 has now finished and that this report describes the final model and associated efficiencies.

3.2 Agree the model provided in the report

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.

6.4. An indicative saving of £1,108,395 will be achieved.

### 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.

7.4. 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. Work is underway to identify a corporate redundancy reserve.

## 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. A further detailed Equalities Impact Assessment of the Policy and Performance SFR is being finalised..

## 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 ran from 6<sup>th</sup> September to 14<sup>th</sup> October 2010. Further meetings with staff and unions were held during this period.

11.4. Feedback from the formal consultation has been used to refine the model and associated efficiencies described in this report.

11.5. A frequently asked questions and answers sheet has been prepared and circulated to affected staff.

## 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 43% reduction in the number of posts and a 36% reduction in cost between the current and proposed structure.

12.2. Any shortfall from the aspiration of a 50% cost reduction should, if possible be found either by other overlapping support function reviews or from within directorates. An analysis of the other SFR's/Directorate reviews suggests this is possible.

12.3. 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