



Haringey Council

Appendix 1: Proposed model for policy and performance functions in Haringey

1. Introduction

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. The report below is based on that agreement and sets out the proposed model for streamlining these functions; it incorporates comments from both the informal and formal consultation periods.

2. Background information

2.1 Responding to the new national and local agendas

To maximise our limited resources and deliver the new national and local government agendas, evidenced based strategic planning and delivery of our priorities is crucial. The key issues are:

- The increased focus on very local place shaping which requires robust strategic planning; we are still required to produce a range of evidence based statutory plans and strategies
- Whilst the Comprehensive Area Assessment (CAA) has been abolished, service inspections will continue e.g. this year the Care Quality Commission (CQC) has added additional requirements for adult social care under sections 48 and 54 of the Health and Social Care Act, through an intense programme of special reviews and studies and OFSTED will continue with announced and unannounced inspections.
- There remains a requirement to complete statistical returns, and public services will be required to publish their performance in an accessible and easy to understand way
- Whilst Local Area Agreements (LAAs) have been abolished government departments are reissuing performance frameworks e.g. CLG has stated that it will issue a revised list of indicators, DH is developing three outcomes frameworks (covering health, adult social care and public health) and DfE will also publish a revised performance framework.
- Although the future of Local Strategic Partnerships is unknown partnership working across sectors and the shared services agenda are crucial
- In the last year the range of statutory needs assessments has increased e.g. Local Economic Assessment, Child Poverty Needs Assessment; in addition the most recent NHS White Paper places the lead for the statutory duty of carrying out Joint Strategic Needs assessment on local authorities
- There continues to be a strong role for Overview and Scrutiny

2.2 Efficiencies

The Council has identified the need to make significant efficiencies in the period 2011- 2013 to meet an identified funding gap as set out in its Financial Strategy for 2011-2014. At Cabinet Advisory Board (15 July 2010) Members gave a clear indication that a 50% saving is expected from this review.

2.3 Meeting Haringey's future needs

The Council will be going through a number of changes in the coming months which will impact on its structure and functions. Support services will need to be able to respond and enable these changes.

3. Scope of the proposed model

3.1 Determining the scope of the review

i) Defining who does policy and performance

The following steps were taken to get the most accurate picture possible of the numbers of staff carrying out policy and performance activities across the Council:

- Consideration of the initial SFR activity analysis completed for all support functions in 2009
- Discussions were held with Directors/Assistant Directors
- Working knowledge of who undertakes policy and performance was drawn on
- Analysis of the full and most up to date list of employees from SAP to take account of the recent validation exercise

ii) Benchmarking

Research amongst other local authorities showed that the majority have opted or are opting for centralisation. The overall benefits sought are:

A single view of policy/performance

- Holistic approach to strategic planning for outcomes
- Single point of access for business intelligence
- Flexible capacity to support services through transferable knowledge and skills
- Efficiencies

iii) Initial workshops with key stakeholders

Three stakeholder workshops were held to get the views of both senior officers and staff delivering policy and performance functions. A summary of the key attributes required from policy and performance functions is shown below:

- **Be analytical experts with high levels of capability**
- **Act as internal consultants**
- **Maintain specialist knowledge and be able to fit local service work and statistics into central picture**
- **Provide better business intelligence and analysis for the whole Council**

3.2 The proposed model for policy and performance functions

Following discussions at CAB and CEMB it was 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

3.3 Criteria for functions to be included in the new unit

In deciding which functions should be undertaken by the new unit, a distinction is made between strategic and operational policy.

Strategic policies set out a high-level approach to an issue that is designed to deliver change.

Operational policies are defined as those providing a framework for service delivery; they enable the consistent application and interpretation of legislation and strategic policy.

Strategic policies/strategies and high level information analysis will be undertaken by the centralised function whilst operational policies and data input and processing remains within the services.

Following discussions with Directors and Assistant Directors the **criteria** below have been used to compile the list of posts to be included in this review.

Inclusions

Those responsible for:

- Functions included in the SFR definitions of policy and performance (see Annexe 1)
- The development of strategic statutory plans, e.g. Sustainable Community Strategy, Housing Strategy , Equalities policy and strategy
- The development of strategic non statutory plans e.g. Children and Young People's Plan, Greenest Borough Strategy
- Needs analyses to inform strategic planning and commissioning
- Statistical returns to government departments
- Supporting performance management
- HSP support
- Scrutiny support

N.B. Strategic policies, plans and strategies will be developed with the relevant service(s).

The following areas are also included in the review:

- Information governance – it is proposed that this function is covered by the Feedback Team
- Systems development teams (Framework-i and OHMS)

Exclusions

Those responsible for:

- The delivery of policies, plans and strategies

Exclusions

- Operational policies, strategies and data input e.g. Organisational Development and Human Resources policies, strategies and data; IT strategy; finance
- Procurement policies and strategies (as per SFR definitions)
- Business Development and other support posts such as those heavily involved in admin or finance (they will be included in future rounds of the SFR)
- Agenda setting for thematic partnership boards – to be led by Directors' Offices as capacity remains within the services

3.4 Issues relating to the scope raised during informal consultation with staff and senior managers

During the first half of July 2010, informal consultation was carried out with staff and management on the proposed model. It has highlighted that adjustments to the scope must be considered if the new function is to work effectively and the efficiencies achieved. The following issues were raised:

- Synergy and close links need to be maintained between the performance function and systems to support the development and improvement of performance reports e.g. Framework-i, OHMS, CRM, and SAP.

Benchmarking shows that systems support for social care is located with performance.. It is proposed that Framework-i development work is incorporated within the new Business Intelligence function as it is closely linked with social care performance management.

- The scope to include the independent investigation stage of complaints in line with the original SFR definition. A review of complaints is being undertaken separately.

Although the original SFR definition included consultation, it has been decided that a review of this function will be undertaken separately.

3.5 Issues relating to the scope raised during formal consultation

Formal consultation was carried out between 6th September and 14th October. The consultation generated many comments and suggestions which as far as possible have been incorporated into the revised model.

The key issues raised have been addressed in a question and answer sheet which has been circulated to all staff. They included:

- Concern about overall capacity to deliver the new agenda – in particular that the Business Intelligence Team was under resourced – an additional post has been added. It will be funded through a vacancy in Corporate Policy and Performance.
- Clarification of the distinction between strategic and operational policy
- How to retain specialisms

4. Functions of the new Unit

The Strategic Planning and Support Unit will actively support front line services and provide the business intelligence to set strategic priorities and agree commissioning intentions. The key functions will be:

4.1 Strategic Planning

- Lead on the development of statutory and key strategic council and partnership documents e.g. Equalities Duty Scheme, Sustainable Community Strategy
- Ensure linkages between policy areas and across thematic partnerships
- Produce the Borough Profile and contribute to statutory and other needs analyses to inform strategic commissioning
- Provide guidance and work with services to ensure the Council meets its Equalities Public Duties
- Provide policy and strategy guidance and support to Directorates on operational policies, strategies and plans
- Ensure that a strategic corporate perspective is integrated within operational policies, strategies and plans
- Assist services in the preparation for inspections and statutory returns
- Provide efficient and effective support to ensure the operation of the HSP and its sub groups
- Co-ordinate research and policy support to Overview and Scrutiny
- Provide support to the Council's research governance framework

4.2 Business Intelligence

- Carry out high level trend analysis and projections to inform needs assessments, policy, commissioning and service delivery
- Establish a customer insight function
- Provide performance information and reports to Directorate Management Teams, CEMB, Members and the HSP through agreed reporting cycles
- Carry out data quality audits and challenge performance and practice where necessary and as a result trigger improvement action
- Carry out systematic and ongoing benchmarking
- Ensure improvement work is undertaken where appropriate and as agreed with services
- Input to inspections and statistical returns for the Council and HSP
- Attend meetings with regulators as required by services
- Publish performance information
- Enable the development of Framework-i to support performance management and social work practice

5. The way of working

To deliver the above functions within a much reduced capacity a different way of working is needed. The new unit will be a council-wide shared resource that will work flexibly across organisational boundaries and within a one council approach.

The key determinants to ensure the success of this approach are to:

- Agree annual Strategic Planning and Business Intelligence work plans at CEMB
- Appoint identified Officers with specialist knowledge to provide close links to services
- Enable officers to be linked to a service but with flexibility to support the Council and HSP as required
- Ensure that resource allocation to services is risk based and directed to where the Council needs to focus its efforts to improve services. The strongest resources will be allocated to the service that needs the highest level of support
- The Head of the Strategic Planning and Support Unit would be answerable to both the relevant Director as well as the Chief Executive

6. The proposed model

6.1 Current and proposed posts and costs

Following formal consultation the overall number of current posts included in this review has been reduced,

- Detailed discussions have taken place with Directorates with regard to the split between policy development and implementation; the outcomes are reflected in the movement of posts particularly in Economic Regeneration and Community Safety.
- An additional post has been added to the Business Intelligence (BI) team in response to wide concerns about the capacity of the team and the recent NHS White Paper.
- There is an overall 43% reduction in the number of posts and a 36% reduction in cost between the current and proposed structures.

The shortfall from the 50% cost reduction will be found either by other overlapping support function reviews or from within directorates. **An indicative saving of £1,108,395 will now be achieved,**

Annexe 2 shows the proposed staffing arrangements. **This shared resource will provide strategic planning and business intelligence support to the**

whole council and the HSP. The Scrutiny function is included in the diagram as the resource will contribute to delivering economies of scale.

6.2 Risks

The proposed model set out in this paper is a much reduced structure which will result in the need to develop and agree a detailed service offer between the Chief Executive's Service and other Directorates. The capacity of the Council to retain specialist knowledge and respond to new national and local agendas as well as ad hoc requests will be diminished. It is therefore proposed that the arrangements are reviewed within a year of implementation.

7. Proposed timetable

7.1 Next steps

An indicative timescale for the implementation of the proposed model is shown below.

Activity	Timescale
Discussion with Directors and Assistant Directors to finalise the service offer	July – August 2010
Equalities Impact Assessment carried out	July- September 2010
Formal consultation	From September 2010
General Purposes Committee	23 September & 28 October 2010
Implementation date	March 2011
First year review of new function	March/April 2012

Annexe1: SFR Activity definitions relating to Policy and Performance

Activity	Definition
Strategy and Policy	Determining the future direction and objectives for the council and the specific policies needed to support achievement of this. Would include strategic planning and policies at a community planning, council and service level.
	Note procurement strategy is under Procurement and Commissioning. Health and Safety Strategy is included under Health and Safety.
Research and Consultation	Undertaking research and consultation activity in support of strategy and policy development.
QA, Performance Management and Improvement	Evaluation, maintenance and development of quality against standards and service performance targets and the initiation of change/improvement activities e.g. Internal process improvement teams (maybe including some internal audit), Actioning customer feedback about services including complaints, Independent reviews of services e.g. Child protection, Care Assessment, Inspection of facilities e.g. swimming pools.
	Identifying Key Performance Indicators (KPIs), Performance reporting, Comprehensive Performance Assessment (CPA) ¹ process, Joint Area Review (JAR) process etc. Developing the performance management regime.
	This does not include staff performance management which is included under Management and Supervision.
Business Information and Reporting	Gathering, analysing, reporting and interpreting business data and performance. Includes the development of any standard / bespoke reports, trend analysis and recommendations. This is the actual collation of data rather than the decision on the information to be collated.

¹ No longer in existence

Annexe 2: Proposed staffing arrangements: Strategic Planning and Support Unit - Strategic Planning & Business Intelligence

