### DELEGATED POWERS REPORT NO. 1213

**SUBJECT:** Realignment of Strategic Commissioning Resources in Adult Social Services

**Control sheet**

All of the following actions MUST be completed at each stage of the process and the signed and dated report MUST be passed to Democratic Service for publishing.

<table>
<thead>
<tr>
<th>All reports</th>
<th>Name of DSO</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Democratic Services receive draft report</td>
<td>Jonathan Regal</td>
<td>5/11/10</td>
</tr>
<tr>
<td>2. Democratic Services cleared draft report as being constitutionally appropriate</td>
<td>Jonathan Regal</td>
<td>5/11/10</td>
</tr>
<tr>
<td>3. Finance clearance obtained <em>(report author to complete)</em></td>
<td>Neil Haddock</td>
<td>5/11/10</td>
</tr>
<tr>
<td>4. Staff and other resources issues clearance obtained <em>(report author to complete)</em></td>
<td>Manjit Lall</td>
<td>5/11/10</td>
</tr>
<tr>
<td>5. Trade Union response received <em>(Staffing issues only)</em></td>
<td>Maggie Myland</td>
<td>8/11/10</td>
</tr>
<tr>
<td>6. Legal clearance obtained from <em>(report author to complete)</em></td>
<td>Surinder Capper</td>
<td>16/11/10</td>
</tr>
<tr>
<td>7. Policy &amp; Partnerships clearance obtained <em>(report author to complete)</em></td>
<td>Andrew Nathan</td>
<td>5/11/10</td>
</tr>
<tr>
<td>8. Equalities &amp; Diversity clearance obtained <em>(report author to complete)</em></td>
<td>Julie Pal</td>
<td>5/11/10</td>
</tr>
<tr>
<td>9. The above process has been checked and verified by Director, Head of Service or Deputy <em>(report author to complete)</em></td>
<td>Kate Kennally</td>
<td>17/11/10</td>
</tr>
<tr>
<td>10. Signed &amp; dated report, scanned or hard copy received by Democratic Services for publishing</td>
<td>Jonathan Regal</td>
<td>22/11/10</td>
</tr>
<tr>
<td>11. Report published by Dem Services to website</td>
<td>Jonathan Regal</td>
<td>24/11/10</td>
</tr>
</tbody>
</table>

**Officer reports:**

| 12. Head of Service informed report is published and can be implemented. | Jonathan Regal | 24/11/10 |

**Cabinet Member reports:**

| 13. Expiry of call-in period | Date |
| 14. Report circulated for call-in purposes to COSC members & copied to Cabinet & Head of Service | Date |
ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER (EXECUTIVE FUNCTION)

**Subject**
Realignment of Strategic Commissioning Resources in Adult Social Services

**Officer taking decision**
Director of Adult Social Services

**Date of decision**
22 November 2010

**Summary**
This small restructure addresses an imbalance in the structure of the Strategic Commissioning Team, which leads to an unevenness in the skill sets we can recruit and retain.

**Officer Contributors**
Eyril Davies- Head of Strategic Commissioning

**Status (public or exempt)**
Public

**Wards affected**
All

**Enclosures**
Appendix – Information Analyst role profile

**Reason for exemption from call-in (if appropriate)**
Not applicable

Contact for further information: Eyril Davies, Head of Strategic Commissioning, 020 8359 4559, eryl.davies@barnet.gov.uk.

Serial No. 1213
1. **RELEVANT PREVIOUS DECISIONS**

1.1 None.

2. **CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

2.1 A small restructure, including the re-grading of the Information Analyst role within the strategic commissioning function, will help ensure that Adult Social Services are able to undertake good, evidence-based commissioning and promote the attainment of good value for money which aligns with the corporate priority of ‘Better services with less money’.

2.2 The re-grading decreases the risk of the post being filled by someone lacking the important skills and knowledge and is funded by the deletion of a small amount of more costly commissioning capacity. This will actually save money and consequently this aligns with the corporate priority of ‘Better services with less money’.

2.3 Strengthen commissioning in Adult Social Services has brought value for money and has delivered specific efficiencies through the development of a consumer driven market place and thereby delivered budget reductions in through the Medium Term Financial Strategy. The role of the information analysis is vital to obtaining excellent knowledge of customers and potential demand in order to effectively plan and shape current and future investment and disinvestment. Retaining and improving this key function will ensure that Adult Social Services can continue to promote the personalisation agenda and develop a consumer driven market place which supports the corporate priority of ‘Shared responsibilities and shared opportunities’.

3. **RISK MANAGEMENT ISSUES**

3.1 I consider the issue involved is unlikely to raise significant levels of public concern, or give rise to policy considerations.

4. **EQUALITIES AND DIVERSITY ISSUES**

4.1 The information analysis function specifically supports the delivery of service based on equality by creating and sustaining in-house the technical knowledge, skills and capacity to analyse customer service take up and spend data against a wide range of criteria. This helps to deliver accurate and consistent equality impact assessments which in turn ensure commissioning plans address the needs of the Borough’s diverse communities.

5. **USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

5.1 Financial Implications – The table below summarises the financial implication of this realignment.
Restructure | Change | Financial Implication | Notes |
--- | --- | --- | --- |
Realignment of Strategic Commissioning Resources | Deletion of 0.5fte Commissioning Manager position and re-grading of Information Analyst position | Saving of £19.480 fte on deletion. Cost of re-grade fte is £3.277. Saving of £16.203 fte | Grade re-evaluated from 24-27 to 28-31 through independent role evaluation via HR. 0.5 post is vacant therefore no staffing implications or additional costs. |
Total Saving 2010/11 |  | £11.288 | 0.5 commissioning manager post vacant since 2009. Back pay to reflect re-grading to May 2009 -total £4.915. |
Total Saving 2011/12 |  | £16.203 |

5.2 Performance, Value for Money and Sustainability Implications – This realignment should improve Adult Social Services' performance and its achievement of value for money from the broader social care market.

5.3 By changing investment into a skill set which has a high market value, this will improve the sustainability of Adult Social Service’s staffing of key functions.

5.4 Staffing Implications – The strategic commissioning function has been operating with a reduction of 0.5 commissioning manager post for over a year. There will be no personnel changes and therefore there are no key staffing implications from this change.

5.5 IT and Property Implications – None.

6. **LEGAL ISSUES**

6.1 None.

7. **CONSTITUTIONAL POWERS**

7.1 The Council’s constitution in Part 3, Responsibility for Functions, paragraph 6.2 states that Chief Officers may use whatever means they consider appropriate to discharge those functions, including incurring expenditure and collecting income; engaging and deploying staff; deploying other resources within their control.
8. BACKGROUND INFORMATION

Restructure: Realignment of Strategic Commissioning Resources

8.1 This restructure addresses an imbalance in the structure of the Strategic Commissioning Team, which leads to an unevenness in the skill sets we can recruit and retain.

8.2 The establishment of the Strategic Commissioning team includes seven Commissioning Managers. These positions are responsible for the delivery of commissioning projects – developing social care provision within Barnet. By contrast, the team only has one Information Analyst. The latter role is responsible for the interrogation of data sources, providing information that the Commissioning Managers can use to shape their work. It is vital that this Information Analyst position is filled by someone with a strong skill-set, or the council’s commissioning will become led by hypothesis and anecdote, rather than trustworthy data.

8.3 The current Information Analyst role profile is evaluated at a low level, compared with the skills required. This prevents the council from being assured that it will be able to retain strong candidates in the role. To address this, a revised role profile has been created, which has been evaluated at spinal column points 28-31, giving a stronger profile to this key skills set.

8.4 To fund this, 0.5 of a Commissioning Manager position is being deleted from our establishment. See section 5, above, for more details on the financial and staffing implication of this change.

9. LIST OF BACKGROUND PAPERS

9.1 None.

10. OFFICER’S DECISION

I authorise the following actions

10.1 That the 0.5 fte Commissioning Manager post be deleted.

10.2 That the Information Analyst post be regraded to Scale Column Point 28 – 31.

Signed Kate Kennally
Director of Adult Social Services (Acting)
Date 22 November 2010
Appendix – Role profile

<table>
<thead>
<tr>
<th>Service:</th>
<th>Strategic Commissioning Team Adult Social Services</th>
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</thead>
<tbody>
<tr>
<td>Location:</td>
<td>North London Business Park</td>
</tr>
<tr>
<td>Job Title:</td>
<td>Information Analyst</td>
</tr>
<tr>
<td>Grade:</td>
<td>28-31</td>
</tr>
<tr>
<td>Post No.:</td>
<td></td>
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<tr>
<td>Reports to:</td>
<td>Head of Strategic Commissioning</td>
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</tbody>
</table>

The Future Shape of the Council is Barnet’s programme to redesign the Council in order to meet increasing local and national challenges and opportunities, implementing any agreed changes.

1. Purpose of Job:

This is a key post to support our commissioning function in Adult’s Social Services and improve social care and wellbeing outcomes for Adults and their carers.

The information analyst post will complement developments within the PCT and Council in development of information analyst capacity.

The joint social care analyst post is based within the commissioning team and forms part of a network of analysts across the Council and PCT.

This post would seek to develop a ‘Wanless’ report for social care in Barnet, prepare information data sets for commissioning impact analyses and take a lead role in developing data sets for the Joint Strategic Needs Assessment in partnership with the Performance and Business Support team.

The information analyst will contribute to and lead on informatics for integrated working with NHS and the Public Health to develop the JSNA and influence priorities for investment and disinvestment.

The post-holder will work to a plan that serves the shared health improvement agenda of Barnet PCT and Barnet Council. Working in collaboration with information management staff at both organisations, the post-holder’s principal role will be to collate, clean, verify, manipulate and analyse large and diverse data sets in support of local partnership health objectives and service prioritisation. The public health interpretation of such data and information will be the role of others in the PCT and the council, but the post-holder will be responsible for enabling this.

The post-holder will also be expected to maintain and summarise partnership performance.
2. Key accountabilities:

Support on key projects:

2.1 Intelligence creation

- Working with the Strategic Commissioning team, management information team and the corporate customer insight function, develop accessible information reports, using a variety of IT applications and software, to provide commissioners and managers with information setting out how services are responding to the demands and needs of existing and potential customers.
- Acquire and manage data from various national, regional and local sources, both social care and non-social care, that describe or relate to the social care needs of the residents of Barnet and those to whom the Barnet Adult Social Services is responsible.
- Collate, clean, verify, manipulate and analyse large and diverse data sets in support of local partnership objectives, including the mapping of social, demographic and health improvement data relevant to partnership objectives.
- Undertake and/or contribute to needs assessment work, reviews of evidence and other data and information-based projects.
- Develop customer profiling reports, using a variety of IT applications and software, to provide managers with information about the demographics and experiences of existing and potential customers.
- Develop and deliver a programme of management information research, analysis and briefings, focussed on identifying and addressing cross-cutting patterns and trends for the purpose of corporate challenge and improvement.
- Research, obtain and utilise externally generated data that enhances the council’s understanding of its customers and how well it serves them.

2.2 Client services

- Co-ordinate and manage requests that require analysis and interpretation of statistical information & business intelligence related to Adults social care.
- Develop and maintain a knowledge of the council’s policy context to inform all data research and analysis.
- Proactively identify the data and analysis needs of Adult Social Services.
- Undertake a programme of research projects for Adult Social Services designed to identify social care trends / needs / aspirations to improve the performance of services.
- Write concise briefings for Adult Social Services on the basis of internal and external data sources.
- Work with users of social care / business intelligence to deliver on ad hoc information requests and analysis, whilst proactively developing tools that promote ‘self-service’: enabling customers to obtain data and analysis when they need it.

2.3 Maximising the use of intelligence

- Work closely with other data, research and performance officers across the council to maximise the use and application of available information analysis.
- Analysis and interpretation of complex statistical returns related to Barnet's performance including projections, trend data and benchmarking against other authorities in associated peer groups such as Statistical Neighbours/IPF groupings or high performing authorities.
• Present and publish timely social care intelligence – both data and analysis - in a variety of styles and user friendly formats tailored to a range of stakeholder needs, including officers, senior management and councillors, as well as key external agencies where appropriate produce materials for presentations and publication in a wide variety of technical and user-friendly formats as may be reasonably required

2.4 Communications
• Communicate regularly with colleagues within Social Services, other key departments and the PCT to ensure that opportunities for collaboration and knowledge sharing are maximised
• Communicate regularly with members of the Information Observatory team and Organisational Development and Customer Services division to ensure that opportunities for collaboration and knowledge sharing are maximised
• Proactively participate in team meetings and division-wide improvement initiatives
• Develop relationships with the providers of data and analysis inside and outside the council
• Develop relationships at all levels across the council in order to facilitate the effective usage of social care intelligence
• Represent Adult Social Services both within and outside of the authority and promote the awareness and usage of business intelligence
• Represent the authority at external bodies and events as appropriate to the role

3. Leadership and Management:
• Lead on business modelling (processes and systems) to ensure that new and existing reporting requirements deliver the necessary (& desirable) outputs and outcomes.
• Manage and co-ordinate the production of reports using wide range of social care data collected by the local authority (includes health authority, private, voluntary & independent and other government departments sector) to facilitate decision making and influence practice and procedures within Adults Services and wider council
• Present and communicate, using statistical analysis in conjunction with research and business intelligence, a wide range of detailed social care information (relating to multiple projects & national, regional and local initiatives) in support of improving performance and service delivery.

4. Change and Improvement:
• Actively contribute to improving the data collection owned by the Strategic Commissioning Team to maximise information sharing, collaboration, flexibility and client service
• Continually contribute to the improvement of processes and systems that generate information analysis
• Continually look for ways to improve the work undertaken by yourself, your team, and the services whose data you analyse
• Proactively investigate new sources of data, new ways of analysing data, and new ways of making data accessible to stakeholders, making full use of new technologies, the web, and contacts within and outside the council
5. **Promotion of Corporate Values**
To ensure that customer care is maintained to the agreed standards according to the Council’s values. To ensure that a high level of confidentiality is maintained in all aspects of work.

6. **Flexibility**
In order to deliver the service effectively, a degree of flexibility is needed and the post-holder may be required to perform work not specifically referred to above. Such duties, however, will fall within the scope of the post, at the appropriate grade.

7. **The Council’s Commitment to Equality**
To deliver the Council’s commitment to equality of opportunity in the provision of services. All staff are expected to promote equality in the work place and in the services the council delivers.

To ensure services provided for young people are accessible to all members of the community and reflect the London Borough of Barnet Equal Opportunities Policy.
PERSON SPECIFICATION

Service: Strategic Commissioning Team, Adult Social Services
Location: North London Business Park
Job Title: Information Analyst
Grade: 28-31
Post No.: 
Reports to: Head of Strategic Commissioning

Essential Qualifications required

<table>
<thead>
<tr>
<th>Type</th>
<th>Level required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional qualifications/memberships</td>
<td>None required</td>
</tr>
<tr>
<td>Education</td>
<td>NVQ 4 or equivalent in Business Administration/Management</td>
</tr>
</tbody>
</table>

Technical / Knowledge Requirements

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
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</table>
| IT skills                | • Manipulation and validation of high volumes of complex data.  
                           • Practical experience and knowledge of the main factors affecting the accuracy of forecasting.  
                           • Impact analysis based on data analysis, research and business intelligenceUse of Microsoft suite at an advanced level.  
                           • Ability to design relational databases and query writing skills of advanced level to extract, validate and manipulate data from multiple systems.  
                           • In depth knowledge and experience of statistical/mathematical methodology and analysis. |
| Project Management       | • Understanding of standard project methodology. |

BehaviouralCompetencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Key to role</th>
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| Communicating and influencing | • Writes fluently and succinctly using appropriate style.  
                                  • Explains facts and expresses views.  
                                  • Establishes and maintains an effective network of working relationships.  
                                  • Successfully handles questions, objections and challenges.  
                                  • Delivers professional and persuasive presentations to large internal and external groups. |
| Respecting others         | • Consistently acts in a way that promotes equality and diversity.  
                                  • Actively promotes a culture that values equality and diversity.  
                                  • Demonstrates impartiality and objectivity when taking actions and making decisions. |
| Striving for excellence   | • Demonstrates a positive attitude and approach to work.  
                                  • Is self-motivated, undertaking relevant tasks and activities without always having to be asked.  
                                  • Quickly identifies problems and finds workable solutions.  
                                  • Makes logical and effective decisions. |
| Setting direction                                             | • Is clear about LB Barnet’s strategic priorities and the goals of own service area/Directorate.  
|                                                               | • Understands how own work contributes to the LB Barnet’s goals.  
|                                                               | • Prioritises and plans own work based on an understanding of the ‘bigger picture’.  
| Managing performance                                         | • Works with manager to agree performance objectives.  
|                                                               | • Takes ownership for, and commits to achieving performance objectives. Monitors and evaluates own performance against objectives.  
|                                                               | • Positively inputs to the performance appraisal and development review process.  
| Developing talent                                            | • Demonstrates a commitment to own personal development and learning.  
|                                                               | • Volunteers to take on new challenges and learn new skills.  
|                                                               | • Actively seeks and acts on feedback on own performance.  
|                                                               | • Helps to develop stretching but achievable objectives.  
| Team working                                                 | • Shares information with colleagues to deliver objectives.  
|                                                               | • Contributes to a positive team spirit and healthy working environment.  
|                                                               | • Actively contributes ideas in team meetings or discussions.  
|                                                               | • Appreciates the demands on team colleagues and willingly provides them with support.  
|                                                               | • Can agree to compromise where appropriate.  
| Cross Barnet working                                         | • Displays a clear understanding of the roles and functions of the organisation, and the links between service areas and directorates.  
|                                                               | • Thinks creatively of how problems can be solved with joint working. Actively participates in cross-functional networks and groups and promotes own service within these.  
| External partnership working                                 | • Quickly establishes a strong working relationship with external partners.  
|                                                               | • Readily and effectively works with representatives of partner organisations.  
|                                                               | • Has a broad understanding of the wider local government context.  
|                                                               | • Recognises the importance to the council of active partnership working.  |