

Report of Simon Foy, Head of Policy and Intelligence, Strategy and Resources

Report to Best Council Design Team

Date: 18 June 2015

Subject: Intelligent Council

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	X <input type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	X <input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	X <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	X <input type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

The purpose of this report is to update the BCDT on the implementation of the CLT decision of 21 April 2015 regarding a revised approach to the co-ordination of the intelligence function across the council. Specifically that a professional leadership/matrix team approach will be established, with staff and budgets returning to original Directorates and efficiencies calculated on a Directorate basis.

Recommendations

That BCDT:

- note progress in implementing the revised approach agreed by CLT and confirmed by BCDT in April 2015;
- endorse the principles of professional leadership and matrix team working, focusing on the core work programme.

Revised Approach to Intelligence: Professional Leadership/Matrix Team Working

This approach will aim to capitalise on the closer working relationships built over the last 18 months by maintaining the concept of professional leadership in a single team leader and the agreement of core activity and responsibilities. It will be built around a common work-programme to co-ordinate core activity, providing common agreed outputs and a single point of access for key data and intelligence.

Leadership/Team Working

The central element will be to build on the collaboration built over the last year to adopt a matrix team approach with capacity retained in Directorates with professional leadership exercised via the Head of Policy and Intelligence, Strategy and Resources.

Proposed membership of matrix team may include in the first instance:

Simon Foy – Strategy and Resources
Peter Storrie – Children’s Services
Stuart Cameron-Strickland – Adult Social Care
Debra Scott – Environment and Housing
Simon Hodgson – Community Safety (E&H)
Dave Roberts – Citizens and Communities
Jane Maxwell - Citizens and Communities
Martin Elliot – City Development
Nichola Stephens – Public Health

It is envisaged that the matrix team will meet regularly (initially on a monthly basis) with its primary focus on the core work programme, with clear roles, accountabilities and contributions agreed. Co-location (at least on a rolling-basis) will be adopted. The opportunity of workspace within the Leeds Institute of Data Analytics at Leeds University will be used for team members to co-locate (on a part-time basis) around specific time limited projects, particularly in relation to data sharing and analytics.

The professional leadership will include leadership of a ‘virtual’ intelligence team, with associated input into team member objectives as appropriate. A common approach to intelligence will be developed and perhaps a common training and professional development programme.

Core Work Programme

An agreed work programme and related consistent outputs will be agreed with the operational leadership and accountability shared across the ‘virtual’ team. A starting point for a core work programme is set out below:

- **Leeds Observatory**: further development of the Observatory as the web-based planning tool with access to data, analysis and mapping – with easily accessible self-serve functions;
- **OBA** – further embedding OBA as a common approach to service planning and prioritisation;
- **Strategic Needs Assessment** – adopting a more forward looking, single team, policy-based analysis to inform the prioritisation and commissioning of our services;

- **Area Profiles** – consolidating our approach to geographic area profiles to build a more comprehensive picture of the city’s communities, but also to avoid duplication and ensure we tell a consistent story;
- **Data Analysis** – develop a more consolidated approach to data analysis, not only to promote efficiencies, but to assist in the integration of our service responses. Clearly we would need to work closely with colleagues from IM&T and Information Governance;
- **GIS/Demography** – adopting a more co-ordinated approach to GIS/demography;
- **Policy Network** –re-establish a policy network across the organisation (and beyond), supported by timely, responsive and policy focused intelligence and communications, which will enable officers to inform, implement and support the strategic policy direction, set out in the Best Council Plan/strategic narrative, set by Council, particularly Cabinet/Lead Members

Returning Staff to Directorates/Implementing Savings

Arrangements have been made to return appropriate staff (and associated budgets) to their ‘home’ Directorates from 1 July 2015. In terms of implement savings, the April BCDT adopted a pragmatic approach to the allocation of efficiencies of £300k by agreeing a formula based on a combination of a flat rate per Directorate (£30k) and the relative size of Directorate intelligence capacity as estimated by the original BBM mapping exercise. The resulting contributions based on this formula are set out below:

- City Development - £53k
- Children’s - £84k
- E&H - £45k
- Adults - £43k
- Strategy and Resources - £75k

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