# BIS

BUSINESS IMPROVEMENT SECTION

# Development Department

# Policy and Research Unit

October 2007

# *Review of the Policy and Research Unit*

Final Report

Project: 07/ 090/ 07/ 176

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# 1.    INTRODUCTION AND BACKGROUND

BIS was commissioned by the Director of Development to carry out a review of the current provision of policy and research related work within the Development Department. This review aims to examine the staffing arrangements for the Policy and Research Unit and make recommendations in order to further improve the provision of its services.

The report identifies the current situation within Development both within the Policy and Research unit and within the overall Department for: Strategy/ Planning; Policy Development; Research Management; Performance Management. The report outcomes will include support for developing the Value Creation Map and also review the provision of communications and marketing. The report investigates other posts within the Council which have strategy, policy and planning responsibilities and examines linkages inter-departmentally for consistency of approach and to aid understanding.

The review follows the Interim Restructuring which was ratified by council on 1st November 2006. At this time it was agreed that Community Services, Sports Events, the Waterfront and the Ulster Halls would move into the Development Directorate. A report was submitted to the Development Committee on 13th June 2007 in relation to the 'change management process' which addressed the need for re-structuring several units within the Development Department. Consequently BIS were commissioned to carry out a review of the Policy and Research aspect within Development.

## 2. METHODOLOGY

On project initiation the objectives of this report were set in consultation with the Director of Development and a project plan was created. This was incorporated into terms of reference and agreed. BIS initially met with the Director of Development, the Business Support Manager and the Policy and Research Manager to obtain all relevant background information pertaining to the review.

BIS investigated relevant posts within the Development Department and discussion guides were developed for the consultations. A number of stakeholders were consulted in relation to this review including the Director of Development; the Policy and Research Manager; the Business Support Manager; Head of Service for Economic Initiatives; the Head of Service for Waterfront and Ulster Halls and their delegated contacts; and the Community Development Manager.

A benchmarking plan was developed which incorporated a range of best in practice public sector organisations both within Northern Ireland and elsewhere in the UK. BIS identified best in practice service providers such as the Roads Service NI and councils such as Blackburn with Darwen Council.

A range of both primary and secondary research was carried out within the areas defined in the project objectives. The internal documents utilised included the Development Department's Strategy/ planning documentation plus an array of Corporate documentation. External literature was examined relating to policy development and organisational design.

BIS analysed the information gathered from the consultations, benchmarking and other research and formulated options that would reflect a best practice approach to implementation for Belfast City Council. BIS then made recommendations in line with the original objectives of this report.

# 3.    CURRENT SITUATION

## 3.1    Organisational Structure

The Development Department falls into the following operational areas:

- Directorate: Policy and Research; Business Support; European; Secretarial.
- Economic Initiatives: Economic Development; Tourism Development; Planning and Transport; North Foreshore; Markets; Events (recent addition).
- Waterfront Hall (recent addition): Ulster Hall (recent addition); Culture and Arts
- Community Services.

Posts which are dedicated to policy and research are located in both the Directorate and the Community Services Section. Some of the posts are currently vacant and the present resource situation is as follows: *(Refer to appendix 1 for current structure)*.

The Following is a Breakdown of Current Posts:

Development Directorate Support: Policy and Research Unit
- Development Policy and Research Manager
- 2 FTC[1] Policy and Research Officers (1 post vacant)
- Communication and Information Officer
- Student (Communication)
- Student (Economics and Research)

Community Services Section
- Policy and Support Manager (Vacant)
- Policy and Research Officer
- Events and Marketing Officer (Vacant)

## 3.2    Business Units

**Directorate Support within the department falls into the following units:**

- Policy and Research Unit
- Business Support
- European
- Secretarial Service

Business Support oversee the administrative, financial, HR, IS and quality matters in the department as well as gathering the key performance indicators. The Unit prepares and monitors budgets and carries out the capital programme estimates. Within the Directorate, Business Support and the Policy and Research Unit will work together on various issues. The Policy and Research Unit will carry out the strategy formulation, business planning and the development of the performance management framework. The Business Support Unit then produces and collates the service performance data for both their unit and the entire Department. Business Support are therefore the facilitators of the Performance Management Framework.

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[1] Fixed Term Contract

## 3. CURRENT SITUATION (Contd)

The European Unit are in place to develop and deliver a European strategy for BCC and to proactively engage with European and legislative bodies. This unit also engages with European and Legislative bodies in terms of policy and strategic developments i.e. on environmental, economic, and cultural matters. The unit undertakes strategy development, policy development, research, action planning to develop European funding and a variety of communications work e.g. Promoting of European issues throughout the council and external partnerships.

**Economic Initiatives (current remit)**

- Economic Development
- Tourism Development
- Planning and Transport
- North Foreshore
- Markets
- Events

Economic Initiatives is aligned with Capital City 2 Strategy with no separate mission statement. Each individual business unit within Economic Initiatives has its own business plan but currently there is a new strategy being developed for the Events Unit following the addition of the sporting events unit to this section through interim restructuring. This section links with the Policy and Research Unit in order to develop and roll out its strategy. A significant amount of research is currently done by the posts within this section for example research is built into the roles of the tourism section.

This section therefore links with the Policy and Research Unit in order to develop strategy. Under the Capital City 2 strategy there are plans such as: arts and cultural, economic development and each service provider have a role in reviewing their plan. It is the case that the Policy and Research Unit in Directorate provide support to Economic Initiatives in terms of planning and research.

**Waterfront Hall is responsible for:**

- Ulster Hall
- Culture and Arts

Culture and Arts and the Waterfront/ Ulster Hall need to be aligned using Development's Capital City 2 Strategic approach. The Waterfront Hall and Ulster Hall are not currently utilising the Policy and Research Unit as a resource. In terms of research undertaken, the management team would contract people to carry out research on specific areas, they also have a dedicated person who undertakes research specific to sales generation for their Conference and Business Facilitates.

## 3.    CURRENT SITUATION (Contd)

**Community Services**

Community Services is in the process of being aligned with Capital City 2 Strategy and are currently functioning with limited Policy and Research support due to structural vacancies. This unit currently have a vacant post of Policy and Support Manager and one filled post of Policy and Research Officer, who operates from the Policy and Research Unit. The Policy and Research Unit are currently supporting this section in the development of its strategy (The Community Support Plan) and business planning but there are significant and important areas of work to be completed.

**The Policy and Research Unit**

The Policy and Research Unit are key providers of Strategic Support; Business Planning/ VCM; and Policy.  Specifically their areas of work are: Formulating and reviewing the strategy for the Development as well as Capital City 2 revamp; Development of Performance Indicators and Performance Management Framework development and implementation; and developing strategic partnerships and a key support role to the Director in progressing the City Development agenda. The Policy and Research Unit also undertakes the production and implementation of research. A number of policies are held for the Development Department and policy responses are formulated. The Unit also develops communications and information systems such as knowledge systems and best practice repositories on development and urban regeneration issues including websites, research libraries and databases. The Unit currently produces publications and manages a library of information and subscriptions.

Recently the unit has taken on additional duties some of which are detailed below:

- Key strategy development such as the City Centre Strategy.
- Research for the new services in Development.
- Strategy development for the new services including the VCM.
- Development of Performance Indicators.
- Change Management Activities.
- City Stats.

And a variety of ad-hoc work which needs consolidated. This is not an exhaustive list.

### 3.3    Policy and Research Posts – Roles and Responsibilities

### 3.3.1   Policy and Research Unit

**Policy & Research Manager**
The role of the Development Policy and Research Manager is to develop and review the strategy for the Development Department (Capital City 2/ VCM[2]); The development of strategic partnerships; The management of research; Performance Management Framework; Coordination of Communications activities and the main stream linkages with the corporate agenda.

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[2] The Value Creation Map – Bernard Marr

## 3. CURRENT SITUATION (Contd)

**Policy & Research Officers**
The Policy and Research Officers' (2 Fixed Term posts with 1 vacant post) role involves the production and implementation of research; Analysis of environmental impacts; Assisting with the formulation and evaluation of Departmental strategy; Developing and coordinating policies and formulating policy responses. These role are funded through the LED plan (through Economic Initiatives) but while this funding is coming to a conclusion the department has already factored this into their medium term financial planning cycle (4.2)

**Communication & Information Officer**
The Communication and Information Officer's role is to coordinate communications and information activities around the strategic planning in the Department. This role also develops knowledge and best practice repositories on development and urban regeneration issues such as websites, research libraries and databases and provides a variety of communications related work including the department's marketing strategy and leading and advising on the communication of messages relating to Development's work.

**Industrial Placements**
There are 2 Industrial Placement roles currently within the Policy and Research Unit, one of which has responsibility for communication related activities such as monitoring departmental publications and managing the photographic libraries. This would also include the development of articles for departmental and corporate publications such as City Matters and Intercom magazine. The second student is utilised as an additional resource to support the Policy and Research Officers with duties including research and benchmarking.

### 3.3.2 Community Services

**Policy & Research Manager (Vacant)**
The role of the Policy and Support Manager post is to develop strategy and strategic partnerships; Support, the unit with the implement the Community Support plan 2004 – 07; Policy development and implementation; Drive performance and developing and driving the marketing and communication strategy. Community specific duties such as grants advisory and play development are also incorporated into the post of Policy and Support Manager.

**Policy & Research Post**
The post of Policy and Research Officer has only recently been recruited after the unit's move to the Development department and is in the process of establishing its role. It covers areas such as monitoring, measurement and review of the Community Support Plan; Development of an information base and dissemination of information appropriately through advice, briefings, seminars and workshops and there is also a requirement for this post to establish processes and procedures in order to deliver the objectives of the Community Support Plan.

**Events & Marketing Officer (Vacant)**
The post of Events and Marketing Officer is in place to develop and implement a proactive marketing and communication plan to raise the profile of the Community Services section and to develop a programme of events for the Unit. However, the structure in which this post was established has not been populated and the unit is now under review.

## 4.    ANALYSIS

### 4.1    Organisation Structure

Due to the council's interim restructuring the workload and knowledge base of the Development Department has dramatically shifted. This has led to an increased workload and a widened knowledge requirement for the policy unit. The interim restructuring has also changed the operational remit and the dynamics of the department and the head count of staff has increased now from over100 staff to approximately 500.
 Due to the realignment of these council structures the Development department has been left with staff dispersal with regards to policy related activities whereas previously this was in central location. It is clear from the impacts of the interim restructuring that the current policy structures no longer meet the needs of this new Development Department.

From the research undertaken BIS identified a range of posts within Belfast City Council that provide strategy development, research, policy and business planning services. These posts do not follow a single structural pattern, but are both dispersed throughout BCC and centralised within the Core Improvement Unit.  It is therefore necessary to consider how the Policy and Research posts should be best structured in order to meet the Department's needs.

The consultations revealed a need for a continued, integrated approach and consistency in relation to policy and performance related activities. There was a clear view that there should be a single point where policy, strategy and performance management was coordinated. It was also viewed that one point of contact for policy, communication and information would be beneficial for the department as a whole.

The consultations highlighted that there is a need for rationalisation of the current policy and research function in order to provide a committed departmental approach and a well aligned, effective and efficient structure.

### 4.2    Business Units

### 4.2.1    Directorate Support

Currently Business Support works in conjunction with the Policy and Research team on a unit and departmental basis.

The Policy and Research Unit develops the strategy and business plans for the Development Department. They also develop the performance management framework including performance indicators for the overall department. Currently Business Support monitor these and produce the performance statistics which then feeds back into the overall planning process. In terms of facilitation of business planning for each business unit, it is the view that at a Departmental level this should remain with the Policy Unit.

Over a period of time the Development department has expanded.  The primary reason for this has been the transfer of functions through interim restructuring, therefore workload for the Policy and Research Unit in terms of its Strategy and Performance Management related activities has increased. In order to meet the needs of Business Support the Policy and Research unit needs to ensure it can deliver its requirements to the necessary standard and on time for all services within the Department.  This is a key requirement as it impacts on the operations of Business Support.

## 4.    ANALYSIS (Contd)

There are key linkages between the European Unit and the Policy and Research unit. It is vital that the two units link regarding strategy development, policy development, research and action planning. It is likely the European Unit will benefit from the knowledge base held within the Policy Unit e.g. research publications. European legislation will impact on the policy and strategy development carried out in the Development Department overall.

### 4.2.2  Economic Initiatives

The Policy and Research Unit currently provides Strategic and business planning support to the Economic Initiatives section and they are therefore aligned well with Capital City 2. A significant amount of research is done within the Economic Initiatives section and the consultations revealed that the Policy and Research unit back up the research which is currently undertaken.

There is a continued need within the expanded Economic Initiatives Section for support with strategy and business planning with current activities such as the City Centre Plan and Events Strategy. In particular there is an increased need for environmental scanning of, for example, Economic and Socio-cultural impacts. A requirement exists for the interpretation of government policy and policy responses to this. This is a key role for the Policy and Research Unit to ensure it can deliver as and when it is required.

The requirement of the Policy and Research unit would be an observational one, feeding into the overall business planning and strategic decision making, and an operational one, providing advice, guidance and support. Due to the fact that the Policy and Research Unit holds a wealth of information in the way of books, publications and subscriptions it was discussed during the consultations that this could be further utilised by the Economic Initiatives Section. The expanded Economic Initiatives and the business units within it therefore need to be serviced in the same way as other Development Sections. The Policy and Research Unit needs to have the capacity to provide support with regard to the above activities.

### 4.2.3  Community Services

As a new addition to the Development Department the Community Service business approach is not yet fully aligned with the overall department in terms of Strategy; Policy; Performance Management; Systems and processes.

Community Services needs support with developing its overall strategic direction, policies, environmental scanning and research in line with the Community Support Plan. Other Development Services have the benefit of alignment with Capital City 2.  However Community services, as an addition to the Development Department, needs greater support with strategy, policy development and with business planning. Issues have emerged such as Children and young people, travellers, ethnic minorities, poverty, anti-social behaviour which need policy support. The Policy and Research Unit needs to be able to facilitate these requirements in order to support the operations of the Community Services Section.

## 4.     ANALYSIS (Contd)

### 4.2.3   Community Services (Contd)

Support is also required for evidence based policy responses to legislation on particular issues such as those currently facing Community services: Children and young people, travellers, and antisocial behaviour and so on. Policy development needs to be done by someone who not only has the ability to formulate policy but also has a sound knowledge base and understanding of the values, functions and operations of the Community Services Section. There is a need for policy statements which will 'support and energise the community.' Therefore there is a requirement for dedicated support which the Policy and Research unit could provide.

The support required for policy, planning, performance and communications which was recommended from the Best Value Review of Community 2004 was never fully implemented. These posts are currently vacant and work has to be done to improve service effectiveness and efficiency.  With adequate resources, knowledge and experience the Policy and Research Units could deliver this for Community Services.

Community Services need to develop their management information systems to capture appropriate service related data. These systems should be in line with existing systems within the Department that are currently administered centrally by the Policy and Research Unit.

It should be the role of the Policy and Research Unit to continue to develop policy responses to legislation on particular issues and for the development department such as those currently facing Community services: travellers, ethnic minorities and antisocial behaviour.

### 4.2.4   Waterfront Hall and Ulster Hall

As a new addition to the Development Department through interim restructuring this service has yet to be fully integrated with the overall department in terms of Strategy, Policy, Performance Management, Systems and Processes.

The Waterfront Hall and Ulster Hall facilities have primarily operated as a business unit in charge of its own strategies, policies and development. During the review it was suggested that this Unit would like greater alignment and better linkages between itself and the Policy and Research unit. The management team were receptive to support with strategy, business planning and policy development as long as it is clearly defined and leads to operational efficiencies. The Waterfront Hall management team want to ensure their policies and procedures are linked e.g. Tourism links with Waterfront Hall and believe there should be greater linkages between them the Development Department. The need was identified during the consultations for policy to link to performance. It was also clear on the basis of consultations with the Waterfront Hall that the Policy and Research unit should be rationalising and supporting the frameworks which currently exist. The Policy and Research Unit will provide central support at this time of major change

It was identified during the consultations that Waterfront Hall required the same support which is given to other Development Services with their Strategy, planning etc. It was also recognised that Waterfront hall needs to be aligned with Capital City 2 and given support with its strategic direction. Those would be a further addition to the workload of the Policy and Research unit as well as the knowledge and experience required by the unit in order to provide this service.

# 4.    ANALYSIS (Contd)

## 4.2.5  Policy and Research Unit

As previously highlighted in 3.2 The Policy and Research Unit's current provisions include for example: Strategic Support; Business Planning and VCM; Policy Development and implementation; Research; Communication etc.

As also highlighted in 3.2 the unit has recently had additions made to its overall remit. These include the strategy development for the Community Services Section; Change Management activities and a wide variety of other ad-hoc projects.

Due to the fact that the Department has now expanded to include the Community Services; Waterfront Hall; Ulster Hall; and Sports Events this will inevitably have a considerable impact on the workload of the Policy and Research Unit. These additions, as well as having a considerable impact on the workload of the unit and its operational remit, will also require an expansion in the knowledge base of the unit, the type and scope of work of work to be completed and the need for unit specific knowledge.

Not only has the Policy and Research Unit's workload expanded with the new additions to the department it also has additional requirements to its remit, for example: The development of performance indicators and a performance management framework; Information gathering; Horizon scanning; Increased communication; And continued support for the functional activities required by all of development services, established or new.

The role is also increasing for the unit in knowledge sharing. A wealth of information is already held with the Policy and Research Unit's in the form of publications, subscriptions and databases. This needs to be promoted by the unit and would benefit the entire Department. Strategy and policy related information should be made available throughout the Development Department in order to avoid duplication of work and increase overall efficiency. This links in with a variety of communications work currently undertaken by the Policy and Research Unit.

All of those consulted sought clarification of the roles and responsibilities for the Policy and Research Unit. The remit of the posts currently within the Policy and Research Unit need consolidated and their internal 'customers' should know what their capabilities are. This includes specifying what policies they are responsible for and clarifying their role in planning. Their roles need to be revisited to address both the proactive and reactive work currently undertaken.  This could be achieved through providing dedicated support to each Unit.

Linkages need to be improved in relation to policy development therefore it is critical that this Unit links intra-departmentally and inter-departmentally in relation to policy and performance issues and policy development.

The Policy and Research Unit has a significant role in the Development Department's Planning process, feeding into Development's overall strategic choices. An equally significant role has emerged for the unit to provide environmental scanning and analysis.

## 4.   ANALYSIS (Contd)

### 4.2.5   Policy and Research Unit (Contd)

As was evident throughout the consultations the work for this unit has increased in recent months in the variety of areas highlighted above. The impact of the additional services and the extended remit they bring is set to continue this trend. This means the work of the unit at its highest level will therefore involve strategy formulation, strategic alignment and building the strategic partnerships. This work should link in with the overall strategic objectives of BCC. At a more operational level the work would involve maintaining databases research, information gathering and analysing this information. Policy development should also be proactive and a role for the unit is one which would facilitate both internal debate and co-operation on policy, strategy, and performance related issues.

BIS benchmarking identified the policy function as frequently both centralised and decentralised. All of the councils from which BIS obtained information had posts with policy development responsibilities dispersed throughout the organisation. These staff specialise in writing the policies for specific business areas. All councils stressed the importance of the integration of posts dealing with policy through a network and that these should feed into any corporate policy unit. Any centralised resource dedicated to policy activities therefore needs to have specific knowledge relating to the functional areas and the business units within each service. It is clear from the benchmarking that there is a need for a well defined linkage between a department's central policy resource and the department's business units. It is also clear from the benchmarking that a well defined communications and support network is vital between a departments centralised policy resource and the corporate policy resource.

In the organisations examined BIS also identified councils which have both centralised posts and decentralised posts dealing solely with performance issues. In both Blackburn and Cheshire performance is driven by the Policy Department with centralised posts dedicated to performance management. In Cheshire posts dealing solely with performance are also decentralised throughout the council in every department. The development, implementation and dissemination of this are a primary function of the Policy and Research unit and this should continue with the inclusion of all recent additional services.

It is clear from the benchmarking that there is a wide range of policy, research and performance related roles throughout the organisations examined. It is standard practice for multiple policy roles to exist, some are centralised and some are dispersed throughout the organisations. A large emphasis on policy in organisations is pervasive throughout. For this reason, due to the size, scope and functionality of the Development Department, it is clear that a centralised Policy and Research Unit would be strategically and operationally beneficial.

# 4.    ANALYSIS (Contd)

## 4.3    Policy and Research Unit – Roles and Responsibilities

**Policy and Research Manager**

As previously highlighted in 3.3.1 the duties currently undertaken by the Policy and Research Manager include for example Strategy development and Research Management. This post is currently receiving honorarium for the additional work required by the Community Services section. This includes the Development of the Community Support Plan; The Development and implementation of the Community Services Strategy and the Co-ordination of policy responses and the leading and managing of any required research. The post is also receiving a second honorarium for the management of change to include the development and management of the programme plan for the change initiatives in conjunction with the Departmental Interim Restructuring Board. This also incorporates research and the development of policies and procedures which ensure that the Department responds effectively to impending changes in legislation and organisational development (Including Community and the Waterfront and Ulster Halls). To develop a Performance Management Framework associated with change initiatives and report progress to the Director and the Departmental Interim Restructuring Board. In addition to this already extended remit workload size and scope has been considerably increased through the addition of new services. For example these services require alignment with the Capital City 2 Strategy; Development and Implementation of Performance Indicators and a performance management framework; Strategic network and Partnership building; And horizon and environmental scanning.

The work therefore has considerably changed for the Policy and Research Manager post and due to time constraints evident within the Unit, this post has not only been required to function at a higher work level but is also being required to help operationally. Therefore in order to ensure the functionality of a central Policy and Research Unit it is necessary to revisit the roles and responsibilities of this post. A revised job description should be designed to include the aforementioned new duties and extended remit and consolidate where appropriate.  Furthermore, the overall duties of this post need to be better reflected by a change of title from Policy & Research Manager to that of Policy & Business Development Manager.

## Policy & Research Officer (fixed term x 2)

During the period working in the unit the temporary post holders performed their duties to the extremely high standard that the department sets. The maximum length of time for a fixed term contract within the council is four years. After this period the post holders have to leave post. Given the time and effort invested by the department in developing its staff, it would be a huge loss to the department to lose not only the experience, but the consistency and continuity that permanent post holders bring when supporting the work of the unit.

As identified in 3.3.1 the Policy and Research Officers role includes the following: the production and implementation of research; Analysis of environmental impacts; Assisting with the formulation and evaluation of Departmental strategy; Developing and coordinating policies and formulating policy responses. The remit of these posts has extended in line with Policy and Research Manager and with the significant addition of the new services within the Development Department.

## 4.    ANALYSIS (Contd)

Having considered all information and evidence gathered throughout the review it is suggested that although fixed term posts proved suitable at a point in time, it is now appropriate to develop robust and permanent posts to provide adequate support and deliver quality work as identified above. It is suggested that 2 full time posts be created and the current job description be amended to include the additional duties.
This position has already been factored into the financial planning cycle by the department. It has been planned from 2004 in the medium term financial plan and presented as growth to the Strategic Policy and Resource committee and subsequently ratified by Council in January and February 2008.

### Communication & Information Officer

As identified in 3.3.1 The Communication and Information Officer's role is to coordinate communications and information activities around the strategic planning in the Department. This post provides a variety of communications related work including the departments marketing strategy and develops knowledge and best practice repositories. The post links with the Corporate Communications section on a regular basis.  As the departments services have changed through interim restructuring, this post will in the future be required to carry out the same roles and responsibilities as is currently done but to a different variety of services. Due to another review on going within the Development department there may be further amendments to the Communication strand of the Policy & Research Unit.

### Student Placement x 2

As identified in 3.3.1 there are 2 student posts assisting with Communications and Policy and Research related work.

### *Student Placement (Economics & Research)*

This post currently provides support to the Policy & Research Officers however, due to the increase in workload and the range of work it is suggested that the Unit would require additional permanent support undertaking higher level duties. BIS would emphasise the need for robust systems, processes and information repositories. In addition potholders would be required to take on a greater range of duties such as:


- ➢    Assist Policy & Research Officers
- ➢    Structured research
- ➢    Business development
- ➢    Monitoring performance data
- ➢    Collating and co-ordinating management information
- ➢    Improvement activities
- ➢    Develop relationships across the Department
- ➢    Deal with customers


A student Placement would provide the adequate level of support therefore it is suggested that the post be deleted from the structure. It is further suggested that in order to deliver the desired level of service 2 assistant posts be created.

### *Student Placement (Communications)*

This post is currently supporting the Communication & Information Officer however, due to another review on going within the Development department there may be further amendments to the Communication strand of the Policy & Research Unit.

## 4.     ANALYSIS (Contd)

### 4.4     Community Services

**Policy & Support Manager**

The Policy and Support Managers (PO9) post within Community created as a result of a Review in 2005. This structure was never populated and with the transfer of Community Services through inter-restructuring Community Services section to Development the key priorities for this post are currently being completed by Development's Policy and Research Manager.  The duties of this post have been embraced within the proposed new roles created within the Policy & research Unit therefore, it is suggested that this post be deleted and the budgetary allocation be used to offset the cost of the proposed new posts.

**Policy & Research Officer**

The post of Policy and Research Officer covers areas such as monitoring, measurement and review of the Community Support Plan; Development of an information base and dissemination of information. The post-holder has been recently appointed and is currently operating from within the Policy and Research Unit. This situation is deemed to be effective as the post can utilise both the knowledge and skills and the resources within the Policy and Research Unit. It is therefore advisable that the job description should be revisited to ensure a holistic departmental remit. This revised post will be utilised more effectively and efficiently as for example if the Community related work reduces then the resources can be utilised by another Service (under the direction of the Policy and Research Manager).

## 5.    RECOMMENDATIONS

The Policy and Research Unit should remain a central resource; there is a requirement for this to remain at its current Departmental level. As evidenced it is deemed appropriate to locate these resources at this level to ensure an integrated approach and consistency in relation to policy and performance related activities. This also means that the Department as a whole can utilise the resources, knowledge and skill base of the Policy and Research Unit.

Increasing the establishment figures and creating a robust staffing structure for the Policy and Research Unit would solve the problem of the current pressure to deliver the wide remit of duties which are required of them and further resources joining the team would result in a more successful operation.

BIS recommend the following:

- That the title of the Policy and Research unit be amended to the Policy and Business Development unit to better reflect the service provided (Reference 3.2 and 4.2.5)

- That the title of Policy and Research Manager is amended to Policy and Business Development Manager. BIS have amended the job description to embrace the additional duties identified. A job evaluation has indicated a scale of PO8 (Reference 3.3.1 and 4.3.1)

- That the Policy and Research Officers (Fixed Term) title is amended to Policy and Business Development and the posts be made permanent.  BIS have amended the job description to embrace the additional duties and departmental remit.  A job evaluation has indicated a salary scale of PO 4 (Reference 4.3.1).

- That the post of Policy and Research Officer PO 3 which is currently in the Community Services Section structure should be re-designated as a Policy and Business Officer and that  the potholder sign up to the proposed  generic job description of PO 4.

- That two generic posts of Policy and Business Development Assistant be created in order to meet current demands (Reference 4.3.1 and 4.2.5).  BIS have created a job description to embrace the duties identified and a job evaluation indicates a salary scale of SO2.

- The duties and responsibilities of the communications strand (Communications Officer and Student Placement) will remain unchanged until the outcome of a further review within the department is known.

- That the post of Policy and Research Manager post (PO 9), Community Services Section, be deleted.

- That the student post, responsible for Economics and Research duties, be deleted.

- That the budgetary allocation for the Events and Marketing Officer Scale 6 (Community Services – currently vacant) be used to offset the cost of new posts in the department.

## 6.	SUMMARY OF FINANCIAL IMPLICATIONS

**Savings**

| | |
|---|---|
| Policy and Support Manager, PO9 | 47,257 |
| Policy and Research Officer * 2 (FTC), PO1 | 57,838 |
| Polity and Research Officer * 1 PO3 | 33,291 |
| Student – Policy and Research | 11,907 |
| Events and Marketing Officer, Sc 6 | 22,845 |
| **Sub total** | **£173,138** |

**Costs**

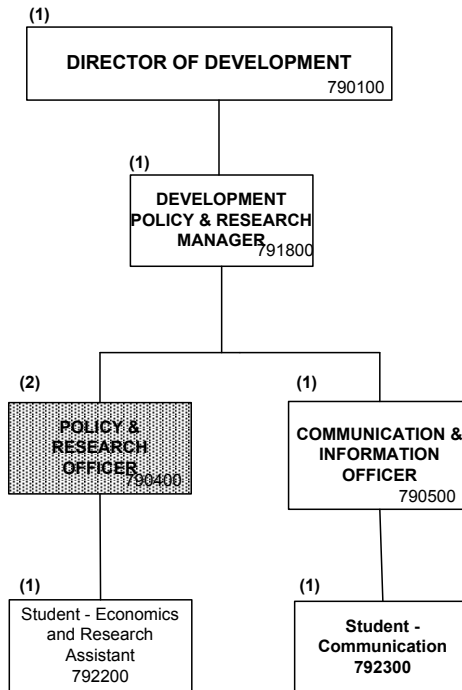| | |
|---|---|
| Cost of upgrade for Policy and Support Manager to PO8 | 4,377 |
| Policy and Research Officer * 3 PO4 | 107,556 |
| Policy and Research Assistants * 2, SO2, | 55,188 |
| **Sub total** | **£167,121** |

**This results in a saving of £6,017**

# 7.    CONCLUSIONS AND ACKNOWLEDGEMENTS

BIS would like to thank the staff within the Development department for their willingness to provide information in relation to this review in order to ensure its successful completion.
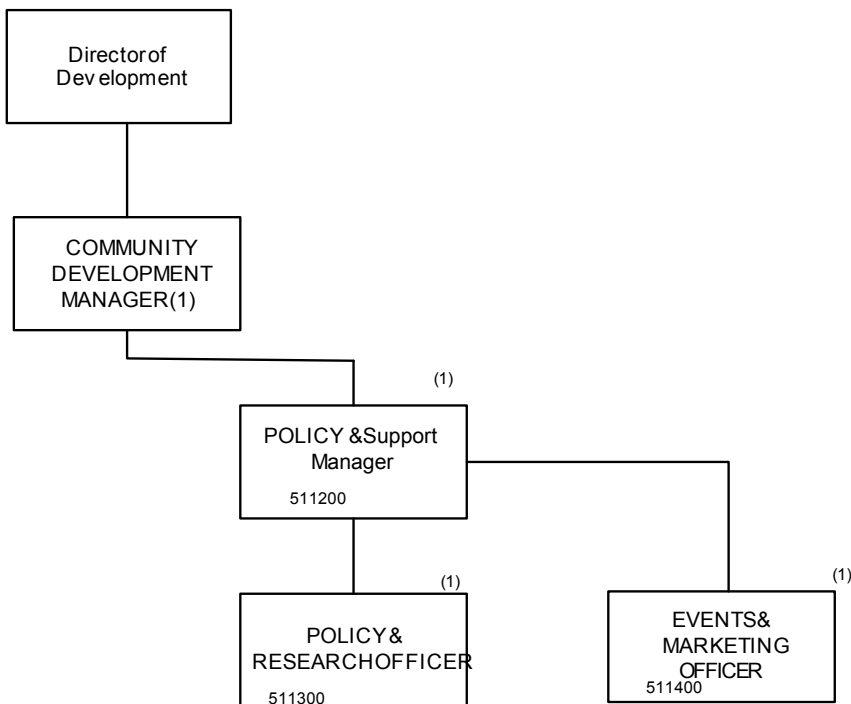
## Appendices

## Appendix 1          Current Organisational Structure

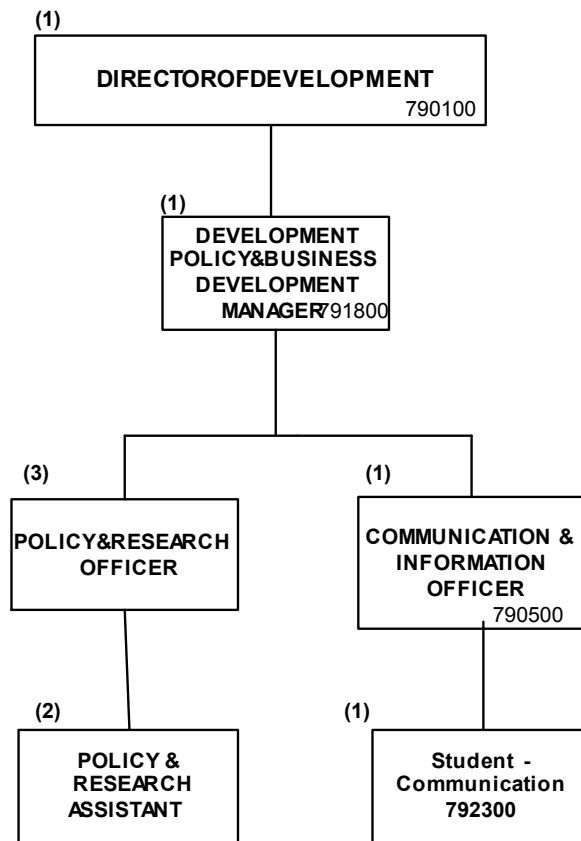**Current Development Directorate: Policy and Research Unit**

```
                              (1)
                    ┌─────────────────────────┐
                    │ DIRECTOR OF DEVELOPMENT  │
                    │                   790100 │
                    └─────────────────────────┘
                              (1)
                    ┌─────────────────────────┐
                    │ DEVELOPMENT             │
                    │ POLICY & RESEARCH       │
                    │ MANAGER          791800 │
                    └─────────────────────────┘

        (2)                            (1)
  ┌─────────────────┐          ┌─────────────────────┐
  │ POLICY &        │          │ COMMUNICATION &     │
  │ RESEARCH        │          │ INFORMATION         │
  │ OFFICER  790400 │          │ OFFICER             │
  └─────────────────┘          │              790500 │
                               └─────────────────────┘
        (1)                            (1)
  ┌─────────────────┐          ┌─────────────────────┐
  │ Student -       │          │ Student -           │
  │ Economics       │          │ Communication       │
  │ and Research    │          │ 792300              │
  │ Assistant       │          └─────────────────────┘
  │ 792200          │
  └─────────────────┘
```

**Current Community Services relevant posts**

```
┌─────────────────┐
│ Director of     │
│ Development     │
└─────────────────┘

┌─────────────────┐
│ COMMUNITY       │
│ DEVELOPMENT     │
│ MANAGER (1)     │
└─────────────────┘
                          (1)
        ┌─────────────────┐
        │ POLICY & Support │
        │ Manager          │
        │ 511200           │
        └─────────────────┘

         (1)                          (1)
  ┌─────────────────┐          ┌─────────────────────┐
  │ POLICY &        │          │ EVENTS &            │
  │ RESEARCH OFFICER │          │ MARKETING           │
  │ 511300          │          │ OFFICER             │
  └─────────────────┘          │ 511400              │
                               └─────────────────────┘
```

**Appendix 2**          **Proposed Organisational Structure**

ProposedPolicyand
ResearchUnit

**(1)**

| DIRECTOROFDEVELOPMENT |
|---|
| 790100 |

**(1)**

| DEVELOPMENT POLICY&BUSINESS DEVELOPMENT MANAGER791800 |
|---|

**(3)**

| POLICY&RESEARCH OFFICER |
|---|

**(1)**

| COMMUNICATION & INFORMATION OFFICER |
|---|
| 790500 |

**(2)**

| POLICY & RESEARCH ASSISTANT |
|---|

**(1)**

| Student - Communication 792300 |
|---|

**Appendix 3**

# Job description

**Reference number:**                                    **Date:**

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**Department:**    Development

**Post number:**    791800

**Section:**    Directorate Support (Policy & Business Development Unit)

**Job title:**    **Policy and Business Development Manager**

**Grade:**

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## Main purpose of job

Responsible to the Director for the co-ordination of strategy and policy formulation in the Department and for the ongoing monitoring, measurement and review of the Belfast City Council Development Strategy

To manage Council and Departmental initiatives that promotes strategic alignment amongst the city's public, private and voluntary sector in shaping the future development of the Development Department, and to provide appropriate support.

To lead and co-ordinate the research effort of the Department ensuring relevance and quality and the ongoing dissemination of such work

To be responsible for the management of all communication issues across the Department and organisation

To be responsible for co-ordinating business development activities across the Department, including the approach to performance management, the application of business improvement tools, strategic planning, business planning and staff development

# Summary of responsibilities and personal duties

### Departmental Policy

1. Responsible for the formulation, production and publication of the Belfast City Council Development  Strategy and associated policies

2. To provide policy guidance and support across all sections of the Development Department and policy implementation through business planning activities. This includes the setting up and leading of intra-departmental working groups as appropriate.

3. To formulate responses to policy discussion or consultation documents and to disseminate departmental policy across the Department

### Business Development

4. To pro-actively assist the department seek out business development and commercial/sponsorship opportunities

5. To provide support and facilitate service reviews and work with the Management Team to carry out audits, prioritise areas and identify new opportunities where business management/service delivery needs to be improved.

6. To develop and implement business improvement activities and ensure a strategic and co-ordinated approach

7. To develop mechanisms for ongoing monitoring of performance and the implementation of business improvement activities within the Service

### Communication

8. To oversee the development and implementation of a communications and marketing strategy for the Department. To manage and co-ordinate the requirements of the communications plan

9. To pro-actively engage with elected members, officer, government agencies, the community and voluntary sector and other external bodies as required.

10. To undertake consultation with external organisations on matters relevance to the Council and the Department and to co-ordinate the response to consultation documents.

11. To co-ordinate, prepare briefing papers, workshop and seminars to elected Members and Chief Officers on pertinent Departmental issues.

12. To manage the provision of reports and information on behalf of the department for Council wide distribution

**Performance Management**

13. To take lead responsibility for the ongoing monitoring and evaluation of the strategy and policies against agreed performance targets and to seek continuous improvement to increase economy, efficiency and effectiveness

14. To devise and maintain appropriate systems for the ongoing monitoring of performance of the Department

15. To create and facilitate a performance management culture within the Service/Department through the development of working relationships and to provide advice, guidance and support


**Research**

16. To manage all research studies on behalf of the Department in consultation with Council Members, Chief Officers and key stakeholders in the City.

17. To develop and review research techniques and methodology in line with the Departmental vision

18. To establish the development of intelligence and research resources within the Development Department


**General**

19. To plan and manage the human, financial and physical resources of the Policy and Business Development Unit to ensure effective and efficient running

20. To develop the annual business plan for the Policy and Business Development Unit

21. To represent the Director as requested within own sphere of responsibility and to deputise for the director, when required.

22. To participate in the Council's selection/interview procedures

23. To undertake such other relevant duties as may be required from time to time.

# Employee specification

**Reference number:**                                    **Date:**

_____

**Department:**   Development

**Post number:**   791800

**Section:**   Directorate Support

**Job title:**   **Policy and Business Development Manager**

**Grade:**

_____

# Qualifications and experience

# Special skills and attributes

# Job description

**Reference number:**                    **Date:**

_____

**Department:**    Development

**Post number:**   511300

**Section:**        Directorate Support (Policy & Business Development Unit)

**Job title:**      **Policy and Business Development Officer**

**Grade:**

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## Main purpose of job

Responsible to the Policy and Business Development Manager for assisting with the development, co-ordination and the ongoing monitoring of all relevant policies and strategies required for the provision of an effective and efficient service.

To co-ordinate and undertake the research effort of the Unit ensuring relevance and quality and the on-going dissemination of such work. And to advise, guide and assist the Services within the Department as appropriate

To monitor developments in the areas of responsibility of the Department, develop an information base and disseminate information appropriately through advice, briefings, seminars and workshops.

To assist in the co-ordinating of business development activities across the Service, including the approach to performance management, the application of business improvement tools, strategic planning, business planning and staff development

# Summary of responsibilities and personal duties

### Policy

1. To undertake policy development and research in support of internal and external policy development groups to ensure the delivery of an efficient and effective service.

2. To establish and regularly review relevant protocols, processes and procedures to deliver the requirements and the objectives of the Department

### Business Development

3. To keep trends associated with the responsibilities and work of the Unit under review and provide appropriate advice to Senior Managers as required.

4. To co-ordinate the development, monitoring, implementation and review of business improvement activities and an integrated performance management framework within the Development Department

5. To pro-actively assist the department seek out business development and commercial/sponsorship opportunities including horizon scanning and research as appropriate

6. To provide support and assist in the facilitation of service reviews and work with the Management Team as directed.

7. To assist in the identification of new opportunities where business management/service delivery needs to be improved

8. To develop mechanisms, templates, tools and training for improving business performance in areas such as performance management, strategic planning and customer consultation.

### Performance Management

9. To undertake the ongoing monitoring and evaluation of the Belfast City Council Development Department strategy against agreed performance targets and to seek continuous improvement to increase economy, efficiency and effectiveness.

10. To undertake the on-going monitoring and evaluation of the Departmental Plan and identify areas for improvement.

### Research

11. To undertake research studies on behalf of the Department in consultation with Council Members, Chief Officers and key stakeholders in the City.

12. To establish and manage a library and resource facility for the Unit

**Communication**

13. To plan, organise and manage a range of consultation activities, internally and externally on matters of relevance to the Department and the Council.

14. In conjunction with the Policy and Business Development Manager, assist in the development of intra-unit working groups to develop action research and implement best practice.

15. To undertake in conjunction with the Policy and Business Development Manager consultation with external organisations on matters relevance to the Council and the Department and to co-ordinate the response to consultation documents.

16. To co-ordinate, prepare briefing papers, workshop and seminars to elected Members and Chief Officers on pertinent Departmental issues as directed.

**General**

17. To deputise for management as appropriate.

18. To participate as directed in the Council's selection interview procedure.

19. To undertake the duties in such a way as to enhance and protect the reputation and public profile of Belfast City Council.

20. To undertake such other relevant duties as may from time to time be required.

# Employee specification

**Reference number:**                                             **Date:**

_____

**Department:**     Parks and Leisure

**Post number:**

**Section:**        Directorate Support

**Job title:**      **Policy and Business Development Officer**

**Grade:**

_____

# Qualifications and experience

# Special skills and attributes

# Job description

**Ref No:**                                    **Date:**

_____

**Dept:**        Development

**Post No:**      790400 was 714

**Section:**      Directorate

**Job Title:**    **Policy and Business Development Assistant**

**Grade:**       SO2

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# Main purpose of job

To be responsible to the Policy and Business Development Manager and Policy and Business Development Officers for the production of research on issues pertaining to development department

To assist in the formulation, monitoring and evaluation of the departmental strategy and associated plans and provide advice and guidance as appropriate

To assist the Policy and Business Development Officers with the business development activities within the department

# Summary of responsibilities and personal duties

1.  To assist in the management and co-ordination of the Development department's research strategy.

2.  To assist in the co-ordination of research information flow with key partners.

3.  To undertake relevant socio-economic analysis in relation to the departmental strategy as directed

4.  To assist in the formulation, monitoring and evaluation of the departmental strategy and associated plans and any related performance management activities.

5.  To undertake key research projects as assigned.

6.  To disseminate appropriate key information to various audiences.

7.  To develop and maintain a statistics database and assist with the collation of library information.

8.  To undertake various business improvement activities and projects when required.

9.  To assist the Policy and Business Development unit in the formulation of the departmental strategy.

10. To assist in the monitoring and evaluation of the departmental strategy.

11. To assist with the co-ordination of departmental conferences and preparation of briefing papers, workshops, seminars and associated activities.

12. To participate as directed in the council's selection and interview procedure.

13. To undertake such other relevant duties as may be required.

# Employee specification

**Ref No:**                                          **Date:**
_____

**Dept:**          Development

**Post No:**       790400 was 714

**Section:**       Directorate

**Job Title:**     **Policy and Business Development Assistant**

**Grade:**         SO2

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## Qualifications

## Experience

## Special skills and attributes

## Appendix 3

## Benchmarking results summary

| | |
|---|---|
| Organisation | **Roads Service NI agency, an Agency within the DOE.** |
| | Chosen as a local best in practice organisation, similar in staffing levels to Belfast City Council |
| In brief | This 2,226 staffed organisation is located in four divisional offices in Belfast (HQ), Coleraine, Craigavon and Omagh, each headed by a Divisional Roads Manager. Both Directorates and Business Units have their own business plans and strategy is aided by the Strategic Planning Branch E.g. Their Corporate Communications Strategy. Structurally the SBU is held under Business support unit within Corporate Services based at the Road Service Headquarters. The Development, publishing and document control of policy is done in the Transportation and Engineering Policy Unit's Engineering Policy Unit (EPU), by the person most involved in the particular area, all policy developers have an engineering background even if they are not qualified engineers. The Strategic Planning Branch exclusively does the performance management i.e. they collate the in-year performance and present it to the board on a monthly basis, each staff members PDP links with this. |
| Contact | Declan murphy (@drdni.gov.uk) Head of Strategic Planning branch, 028 904 0534 |
| Structure | 2,266 staff, RSHQ (Adelaide Street): Chief Executives; 5 directorates; 4 divisions (N,S,E,W). <br> Road Service Consultancy (Av 400 staff) <br> Road Service Direct (Av 850 staff) <br> Transport Engineering and policy unit (Av 100 staff) – they hold policy <br><br> Acting Chief Executive *Geoff Allister* <br> Director of Network Services *Andrew Murray* — Director of Engineering *Bob Cairns* — Director of Corporate Services *Jim Carlisle* — Director of Finance *John McNeill* — Acting Director of Strategic Programmes *John White* <br> Divisional Manager Northern <br> Divisional Manager Southern <br> Divisional Manager Western <br> Divisional Manager Eastern <br> Deputy Divisional Manager Eastern <br> Head of Transportation and Engineering Policy Unit <br> Head of Roads Service Direct <br> Head of Roads Service Consultancy <br> Head of Business Support Unit |
| Roles and responsibilities | |
| Strategy/ Business Planning | Strategy/ Business Planning: Regional Transportation Strategy adopted by the BNI Assembly in July 2002. Units have own plans but follow corporate |

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|---|---|
| | strategy which is filtered down, HOB Units are invited to input. A key planning forum is the annual Strategic Planning Workshop (SPW), to which every Head of Business Unit (HoBU) is invited. The group focus on the development and review of the Agency's Corporate Plan, which sets out its Vision, Mission and Key Objectives. It considers the strategic direction, main challenges and activities for the Agency over the next 3 years. <br><br> Each Directorate and each business Unit (as per the structure chart above) have their own Business Plans. Each Directorate & Business Unit is left to develop its own Business plan but their vision, mission, key objectives & core values mirror the agencies. <br><br> A significant proportion of the strategies in use within Roads Service are developed at departmental level (DRD) esp. personnel type strategies. Those that are developed by Roads Service are done in RSHQ by the person most involved in that area. <br><br> Strategy is facilitated by  E.g. The Communication strategy is developed by strategic planning branch in HQ. |
| Policy | The development of Policy within the agency is done by the person (Engineering directorate) most involved in that area. It is almost exclusively done by staff in RSHQ. All the staff within the Engineering Policy Unit (EPU) are from a P & T (Professional & Technical) background. This does not mean that they are all qualified Engineers but they would all have an engineering background. The number of staff in the EPU is currently 10 x P & T with 1 x Admin support (filing, photocopying etc). <br><br> The preparation, authorisation & publication of policies are carried out in a consistent and controlled manner by following a policy on how to develop policies (i.e. There is a policy and standard procedure guide and PROFORMA). The responsibility for ensuring consistency of form and style throughout the entire policy library throughout the agency, as well as for publishing policies and for maintaining the document control system lies with the EPU which is part of TEPU (Transportation & Engineering Policy Unit). <br><br> There is a policy and standard procedure guide and proforma for these, only 2 or 3 people coordinate this onto a database. <br> Also: <br> •     Director of Engineering is the policy holder, when he has signed it becomes policy. <br> •     Updated policies are released to staff E.g. Risk management, Procurement. <br> Engineers develop policies however it is managed by a central point and there are people who coordinate this (onto database). <br><br> Essentially the EPU is the central point within the Agency for developing policy in relation to health & safety, contracts, geotechnical, procurement and Highway & structures policy. They only get involved in developing policies that are relevant to the Engineering Directorate in which they operate. They would not get involved in developing policies pertinant to the other Directorates - Network Services, Corporate Services, Finance or Strategic Programmes. |
| Research | As Policy development is undertaken throughout the agency then there is no single place dedicated to all the research that takes place into developing those policies. |
| Performance management | <u>Performance management</u>: SPB, part of BSU - Corporate Services) develop and monitor progress against the agencies key performance targets and supporting business targets. Soley responsible for collating in-year performance and presenting it to the board on a monthly basis. Every member of staff will have their own Personal performance agreement which aid the achievement of the agency's targets |
| Communications/ Marketing | |
| Other information on the posts remit E.g. VCM | |

| | |
|---|---|
| Organisation | **Blackburn with Darwen Borough Council** |
| Contact | Sarah Henry, head of Research Unit within the Policy Department. Sarah.henry@Blackburn.gov.uk  (Rosalind Davis is 01254 585617) |
| | Rated highly with Best Value Performance Indicators |
| In brief | A 5,000 staffed unitary Council serving a population of 140,000. A Policy Department exists consisting of 5 service areas: Policy Performance and Partnerships; Research and Information; PR and Communications; Engaging young people and Health Partnerships and in total Policy Department has 20 staff. The Policy Department aligns strategy into the Council's functions and develops the Council's corporate policy. The Research and Information section provides information in order to inform the development and review of partnership and policy across the Council. Performance is also therefore driven by the Policy Department. Our benchmarking partners pointed out that a further 20 posts dealing with Policy are dispersed throughout the Council under various Departments however they link  in with the corporate team on policy related issues. |

| Structure | 5,000 staff, a unitary council, not including the services are outsourced to Capita. Around 9 departments (to send?). Serves a population of only 140,000. The Policy Department (20 people) consists of 5 service areas: Policy Performance and partnerships; Research and Information; PR and Communications; Engaging young people; Health partnerships.<br> At least one policy post exists per department, estimated to be up to 20 people. |
|---|---|
| Roles and responsibilities | |
| Strategy/ Business Planning | The Policy department ensures The Strategic priorities are integrated into councils functions and activities |
| Policy | Policy Department develops corporate policy, communicates key priorities across the authority. However at least 20 other 'policy' posts exist throughout the council and they all tie in together as a network. |
| Research | Research and information section provides and analyses data/ Information to inform the development and review of partnership/ Corporate policy across the council. Analyses feedback from citizens/ customers and other stakeholder's on the council's performance. |
| Performance management | Driven by the Policy Department. Drives improvements in Council services and improvement planning. |
| Communications/ Marketing | Yes the PR and Communications section is responsible for supporting the council to increase access to information and strengthen citizenship. Strategic objectives are communicated to stakeholders. Creating and sustaining a strong corporate identity for the council. |
| Other information on the posts remit E.g. VCM | Also Policy department Engages young people by means of corporate and partnerships strategies and promotes health and social well-being within the borough. |

| Organisation | **Cheshire County Council** |
|---|---|
| | Selected as a larger council in North England rated as good in terms of overall corporate health according to Best Value Performance Indicators along with other councils in England. |
| In brief | This large 24,000 staffed (including education staff) Council has evolved into having a County Policy Unit of 40 staff: Procurement (10 staff); Funding and EU Unit (10); Performance Management Unit (6); Financial Resource allocation (5); Corporate Policy (Develop a corporate plan) (2). Staff within the County Policy Unit are required to develop policy E.g. The Financial planning develop financial policies. Policy related posts are located within the other four Departments with each policy person linking into the Corporate Policy Unit as well as members and the management board. The posts are managed by their line managers in each of the four Departments. A specific team exists for research in this Council plus performance posts are dispersed in the same way as the policy posts. |
| Contact | Alistair Jeffs, County Policy Officer. Alistair.jeffs@cheshire.gov.uk  (Val Irving his secretary 01244 602890) |
| Structure | nty council 24,000, not including teaching is: 14,000. Around 4 departments. Serves a population of 680,000.<br> the Director of Policy and Resources (over a thousand people): Finance, Legal, Property, County Policy.<br>The County Policy Unit has 40 staff consists of:<br>Procurement (10).<br>Funding and EU unit (10).<br>Performance Management Unit (6).<br>Financial Planning Resource allocation (5).<br>Corporate Policy – E.g. Develop corporate plan (2).<br><br>Because staff are in the policy unit they are all required to develop policy E.g. Financial Policy input.<br><br> Policy related posts are located within the other 4 departments: Director of Children's Services; Director of the Environment; Director of Community Services; Director of People and Partnerships. Each policy person feeds into the Corporate Policy team and the team feed into the members and the management board. |

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|---|---|
| | These posts are managed by their line managers, the Directors and it is the Corporate Units and it is the Corporate Policy Units view that it works better if they are in the each department. |
| Strategy/ Business Planning | - |
| Policy | Centralised County Policy unit. Policy posts are located in each of the other 4 departments. |
| Research | The Research and Intelligence team has 15 people and has been moved to another department due to the fact that it is outward looking. |
| Performance management | Posts specific to performance are located in each Department as well as the centralised Corporate policy unit. Each Department has a policy and business manager. |
| Communications/ Marketing | - |
| Other information on the posts remit E.g. VCM | - |

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|---|---|
| Organisation | **Redbridge** |
| | London Borough who undertake a lot of Policy benchmarking and head up a policy group. Idea recommended. |
| In brief | A policy team exists in this 6,000/ 8,000 staffed Council, it is relatively small team compared to other councils. The team has a policy manager; Senior Policy Officer and 3 other policy officers specialising in areas such as research and consultancy. Corporately there is a network of chief officers who come together to develop policy. |
| Contact | Sarah Graham, Senior Policy Officer. Sarah.graham@redbridge.gov.uk |
| Structure | don Borough Council 6,000 – 8,000 staff. Serves a population of 250,000 Under the A policy team exists within Strategic Services (Has 6 teams) under the Chief Executive. The Policy staff are: A Policy Manager Senior Policy Officer 3 Policy Officers – 1 is a research specialist; 1 Specialist in Consultation. The central policy team develop policy. Corporately there are a network of managers who develop policy and come together for this. She considered the council to be under- resourced in comparison to other councils in the London area comparative to its serviced population. |
| Strategy/ Business Planning | Developed by the Chief Officers and supported by Strategic Services under the Chief Executives. Corporate Planning/ strategy is done by the Policy team, Service plans. Business plans. E.g. Sustainable Communities Strategy. |
| Policy | Centralised County Policy unit and policy posts are located in each of the other 4 departments. Although their policy is largely reactive. Are not getting as much of the proactive policy work. |
| Research | - |
| Performance management | The Performance team do Corporate Strategy and Corporate consultation. |
| Communications/ Marketing | - |
| Other information on the posts remit E.g. VCM | - |

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|---|
| A Best Value Review 2001 of the policy function within Newcastle-upon-Tyne City Council; Dublin Corporation; NI Housing Executive; Edinburgh City Council and Belfast City Council |
| This is of interest as essentially it identifies cases whereby policy development is the responsibility of particular functional groups within the organisations although even in these cases there is |

corporate coordination. For example in Newcastle Upon Tyne Policy Officers are located within their own area of functional expertise and although some of the areas of work are can be corporate in nature, across the Council they come together to share information by means of a policy network group. In Dublin, policy determination is identified within the functional department/ section involved in the particular area of work, i.e. housing policy has been determined in the Planning Department, Corporate Services coordinate issues in this case rather than having any direct involvement in policy. The NI Housing Executive has a corporate and Strategic Planning Department however responsibility for general policy, management and operation of the Housing Executive lies with the Board. In the cases where policy development is carried out in the functional areas, there were always trends towards a more joined up approach via cross-directorate working groups.