

MEETING**GENERAL FUNCTIONS COMMITTEE****DATE AND TIME****MONDAY 13TH OCTOBER, 2014****AT 7.00 PM****VENUE****HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4AX**

Dear Councillors,

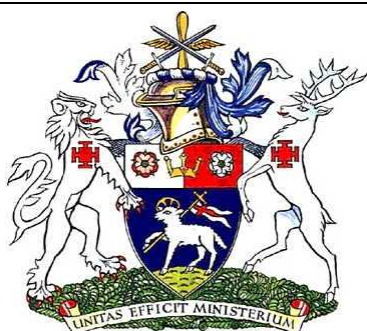
Please find enclosed revised versions of the Cover Report and Appendix 2 relating to the following item and additional paper (Appendix 4 - Statutory Officers Protocols) which was not available at the time of collation of the agenda.

Item No	Title of Report	Pages
7.	Commissioning Restructure and Associated Senior Management Position	1 - 32

Governance Service 020 8359 2761
governance.service@barnet.gov.uk

This page is intentionally left blank

AGENDA ITEM 7



General Functions Committee

13 October 2014

Title	Senior Management Restructure
Report of	Chief Executive
Wards	All
Status	Public
Enclosures	Appendix 1: Consultation Document Appendix 2: Close of Consultation Document (Final Proposals) Appendix 3: Equalities Assessment Appendix 4: Statutory Officers Protocol
Officer Contact Details	Andrew Travers andrew.travers@barnet.gov.uk 020 8359 7850

Summary

This report considers the strategic agenda facing the Council and makes proposals designed to strengthen the senior leadership capacity, specifically responding to the decisions taken by Policy and Resources Committee in respect of the Priorities and Spending Review.

The Chief Executive undertook collective and individual consultations between the 1st September 2014 and 30th September 2014. This report makes recommendations to the General Functions Committee in respect of the senior management structures following this consultation, a summary of which is provided in the main body of the report.

Although this restructure affects fewer than 20 employees, the seniority of the employees and the impact across lower levels of the organisation warrant consideration by the General Functions Committee.

Subject to the agreement of the recommendations set out in this paper; recommendations will be made to a future Constitution, Ethics and Probity Committee where amendments to the delegations and designations of officers are required.

Subject to the agreement of the recommendations, the Remuneration Committee will consider the pay and grading of the new and amended positions, in line with the Council's existing senior management pay scales. The Remuneration Committee will also agree the selection and appointment process to chief officer and statutory positions.

Whilst the implementation date for this restructure is the 1st April 2015, the General Functions Committee is asked to agree that transitional arrangements may be necessary to compensate for vacant positions, possible redundancies and handover of duties between current and future roles and that the Chief Executive is authorised to take the necessary actions to put in place transitional arrangements for the continuity of business.

Recommendations

It is recommended that the General Functions Committee **AGREE**:

- 1. The deletion and ending of posts on the Council's establishment and the creation of new posts as set out in Section 6 of this report.**

Reason for decision: The reason for this decision is to formally alter the Council's establishment and that the Committee are satisfied that the proposals, rationale and consultation have been sufficient.

- 2. To delegate to the Chief Executive the authority to introduce interim and transitional arrangements to ensure the continuity of service during appointments to the new structure and any vacancies arising pending consideration by the Remuneration Committee.**

Reason for decision: to ensure that the Council has in place key positions to deliver the commissioning intentions during the transitional arrangements.

Alternatives considered

These recommendations and the proposed structure have been subject to consultation and amended as set out in the report.

Consideration to continue with the existing arrangements would result in the retention of the current structure, without the benefit of the savings indicated and improvements to the intention to strengthen the commissioning functions of the Council.

1. WHY THIS REPORT IS NEEDED

- 1.1** The report concerns the proposed changes to the establishment of the Council. The report is presented as the posts covered by the proposed structure will be of concern to the General Functions Committee.

- 1.2 The General Functions Committee decisions are required prior to any changes to appointments of chief officers by the Remuneration Committee.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The recommendations in this report are designed to strengthen the Council's commissioning functions for the reasons set out in the consultation.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The development of the proposals included a 30 day consultation with senior managers to explore alternative proposals. The response to the consultation is set out in Appendix 2.

4. POST DECISION IMPLEMENTATION

- 4.1 Should the recommendation be approved, the Remuneration Committee will be asked to consider the approval of the proposed remuneration and the selection criteria for chief officer positions. Positions below chief officer will be subject to an internal appointment process in the first instance.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The report concerns the commissioning functions of the Council.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 The proposals set out within this report can be contained within the relevant existing budgets of the Council, with savings in the overall cost of senior management and associated support costs.
- 5.2.2 Any redundancies will be funded through the Council's redundancy reserve.

5.3 Legal and Constitutional References

- 5.3.1 Part 15a of the Constitution Responsibility for Function - General Function Committee – all other Council functions that are not reserved to Full Council
- 5.3.2 Statutory guidance for the Director of Adult Social Services post proposes that the two statutory posts of Director of Children's Services and Director of Adult Social Services should be at the same level. The statutory guidance for the Director of Children's Services recommends tier 1. Local authorities must have regard to the Guidance and, if they decide to depart from it, they will need to have clear reasons for doing so. However, both statutory officers must have direct access to the Head of Paid Service. How this is proposed to be addressed is set out in Appendix 4.

5.4 Risk Management

- 5.4.1 The Council's commissioning functions are essential to the continuing transformation of services and delivery of the Commissioning Council aims. To achieve this, the Council requires the right people with the set of skills to commission effective services for our residents. During the transition period between the Committee and implementation date there will be a requirement to manage the changes in the commissioning portfolios.

5.5 Equalities and Diversity

- 5.5.1 The proposals set out in this report have been considered in the Equalities Assessment (Appendix 3).

5.6 Consultation and Engagement

- 5.6.1 The consultation of staff affected has been undertaken through group consultation, individual meetings with those directly affected and the opportunity for written feedback. There was very high engagement from the commissioning functions and other senior managers with considered points of view that have been reflected in these final proposals.

- 5.6.2 The summary of the consultation is set out in Appendix 2.

6. DETAIL

- 6.1 On 7th November 2012, the General Functions Committee noted a report concluding the re-organisation of the Council and the appointments to senior positions within the structures of the Council.
- 6.2 The purpose of the reorganisation was to establish firm arrangements for commissioning services and enhance the focus of strategic managers to commission services based on outcomes and a stronger customer orientation. In addition, the restructure released financial savings recognising the need to invest in strategic management capacity whilst delivering savings in management structures.
- 6.3 The restructure created a Commissioning Group and Delivery Units.
- 6.4 In January 2014, minor management reporting arrangements removed the line management of operational Delivery Units from the Strategic Directors to the Chief Executive.
- 6.5 In reviewing the effectiveness of the arrangements agreed in 2012, the Chief Executive has set out a rationale to further strengthen the commissioning functions of the Council; provide greater clarity of roles and responsibilities between commissioners and delivery unit directors; and to ensure statutory responsibilities sit within the commissioning group of the Council.

- 6.6 To inform the recommendations to this Committee, the Chief Executive has undertaken a consultation within the Commissioning Group and the wider senior management structure.

Proposals

- 6.7 The proposals are set out in Appendix 2 (Close of Consultation Document) and are summarised as follows:

Commissioning:

- Establishing a single commissioning structure reporting to one Strategic Director.
- Establishing a team of four Commissioning Directors, reducing the current number of lead commissioners, including designating two of the Commissioning Director roles as statutory officers for Children's Services (DCS) and Adult Services (DASS).
- Realigning commissioning functions across delivery units (both internal and external) into the new Commissioning Group structures.

Chief Operating Officer

- Minor reorganisation of communications and public engagement functions under a Director of Strategy, which has an enhanced portfolio to drive strategic delivery and improve public engagement in commissioning decisions and consultations.

Delivery Units

- Reorganisation of Adults & Communities Services at a senior management level to move the statutory function of Director of Adult Social Services into the Commissioning Group.
- Consideration of transfer of commissioning and joint-commissioning arrangements from Delivery Units to the new Commissioning Group.

Assurance

- There are no proposals in respect of the Council's Assurance functions.

- 6.8 As a result of the decision to approve the new structure the following positions will be deleted from the existing establishment:

- Strategic Director for Communities
- Strategic Director for Growth and Environment
- Lead Commissioner (Later Life)
- Lead Commissioner (Family and Community Wellbeing)
- Lead Commissioner (Schools, Skills and Learning)
- Lead Commissioner (Enterprise and Regeneration)
- Lead Commissioner (Housing and Environment)

The following positions will be created:

- Strategic Director for Commissioning
- Commissioning Director (Children and Young People)
- Commissioning Director (Growth and Development)
- Commissioning Director (Adults and Health)
- Commissioning Director (Environment)

The following positions will be amended:

- Assistant Director for Commissioning Strategy to Director for Strategy
- Head of Communications to Head of Communications and Marketing, with reporting line to the Director for Strategy
- Adult and Community Services Director to remove commissioning functions and statutory designation.

7. Consultation

7.1 The chief executive launched the formal consultation with employees potentially affected by these proposals, all of whom are not covered by any collective bargaining arrangements.

7.2 A copy of the consultation document is provided in Appendix 1.

7.3 The consultation was undertaken through:

- **Trade Unions:** although senior managers are not part of any collective bargaining arrangements, some may belong to trade unions. Trade union colleagues were provided with an advance copy of the consultation document, equalities assessment and timetable. Further discussions were held with the Director for Human Resources on the 9th September 2014.
- **Collective discussion:** the Chief Executive met with individuals directly affected as a group prior to releasing the consultation to the wider senior management of the Council on the 1st September 2014.
- **Individual consultation:** both the Chief Executive and Director for Human Resources had initial face to face meetings in the first week of consultation with those potentially affected. Further meetings were offered during the consultation period. Individual feedback was received in writing.
- **Communications:** A FAQ sheet was provided following the first round of feedback.

7.4 Consideration was given to extending the consultation period to allow more time for individuals who may be affected to consider the impact on them. No employee requested additional time, and the general consensus was to progress with the final proposals swiftly to ensure a continued focus on service commissioning plans, financial planning and delivery and continued improvements to delivery and commissioning functions.

8 IMPACT

- 8.1 The proposals set out today directly affect 10 employees. The overall number of roles available to this group of staff is 8, therefore potentially placing at least two employees at risk of redundancy.
- 8.2 An Equalities Analysis has been undertaken and no specific disproportionate impacts were identified on any protected characteristics relating to the Council's Equalities Duty.
- 8.3 Below Lead Commissioner and Delivery Unit Director roles, there will be further structural changes in relation to commissioning functions and support. This will be addressed through restructures that will start once senior positions are appointed to as part of this restructure. This is to allow a managed migration of functions determined by those who will be managing them.
- 8.4 At the same time, a consultation is being undertaken in the Executive Office, the area providing support to the senior management and commissioners of the Council. Further savings have been identified to reduce the number of executive assistants supporting a smaller Commissioning Group.

9 USE OF RESOURCES

- 9.1 Subject to the approval of the remuneration levels at the Remuneration Committee, the overall structure will see a further reduction in senior management costs of around £100,000 for a full year. This is in addition to the £1,115k savings from senior management in 2013.
- 9.2 With the potential of redundancies, a number of officers at risk of redundancy may choose to retire on the grounds of redundancy as per the Local Government Pension Scheme Regulations. The Council has provision for redundancy and pension strain arising from such situations through the redundancy reserves.

This page is intentionally left blank

London Borough of Barnet

Commissioning Group and other senior positions

Final Proposals for Committee Approval

October 2014

1.0 EXECUTIVE SUMMARY INFORMATION

1.1 OFFICERS

ROLE	NAME	CONTACT
Sponsor	Andrew Travers	Andrew.Travers@barnet.gov.uk
Senior Responsible Officer	Mark Grimley	Mark.Grimley@barnet.gov.uk

1.2 EXECUTIVE SUMMARY

In September 2014, the Chief Executive consulted on proposed changes to strengthen the commissioning functions within the Council and other senior management positions.

During this period of consultation, senior officers engaged fully with considered and thoughtful responses to the consultation. There was broad agreement with the rationale and objectives for the proposals and, as a result of the consultation, some changes have been made to the proposals.

This document should be read in conjunction with the consultation document to avoid repetition of areas where there was agreement or no changes to the original proposal. This document sets out the final structure for consideration by the General Functions Committee.

1.3 CONSULTATION SUMMARY

Consultation began on the 1st September 2014 and concluded on 30th September 2014. Collective consultation was undertaken with the trade unions prior to the start of the direct consultation with employees potentially affected by the changes.

On the 1st September 2014, the Chief Executive set out the rationale and introduced the consultation document to the Commissioning Group and some Delivery Unit employees potentially affected by the proposals.

The Chief Executive undertook nine face-to-face meetings with those potentially affected by the proposals in the first week of consultation. The Director for Human

Resources undertook a further three meetings requested by individuals during the consultation period.

A further 12 individual and one collective written response to the consultation were received by the 1st October 2014.

A summary of the changes is set out below:

Strategic Commissioning Board	<p>There are no proposals to change the role of:</p> <ul style="list-style-type: none"> • Chief Executive • Chief Operating Officer (although there are proposals for changes within the structure of the Chief Operating Officer) <p>It is proposed to reduce the number of Strategic Commissioning Directors from two positions (Director for Communities, Director for Growth and Environment) to one (Strategic Director for Commissioning).</p>
Chief Operating Officer	<p>It is proposed to move the communications function into a new team reporting to a Director of Strategy, increasing the capacity for lobbying / reputation management and community engagement. Working with the Director for Human Resources, this role will also work to improve internal communications and engagement.</p> <p>There are proposals that will arise out of the wider Commissioning Group proposals to review the spans and layers of management. This will be done through a separate consultation.</p>
Commissioners	<p>It is proposed to establish new commissioning portfolios and reduce the number of Commissioners, with effects on direct reports (to be completed after January 2015) and develop career structures for commissioners and future commissioners.</p>
Support Structures	<p>A simultaneous review into support structures of senior managers and commissioners will be undertaken by the Head of Programmes and the Office Manager for the Chief Executive.</p>
Assurance / Commercial	<p>There are no proposals to change the Commercial or Assurance functions.</p>
Statutory Officers	<p>There are no proposals to change the designations of the following Statutory Officers:</p> <ul style="list-style-type: none"> • Head of Paid Service (Chief Executive) • Monitoring Officer (Director for Assurance) • Section 151 Officer (and Deputy) (Chief Operating Officer) <p>It is proposed to designate the statutory functions for the adults and children's to the appropriate Commissioning Director.</p>
Delivery Units	<p>It is proposed that, resulting from this restructure, commissioning functions within Delivery Units will be moved into the new commissioning portfolios.</p>

1.4 FINAL PROPOSED STRUCTURE AND FUNCTIONS

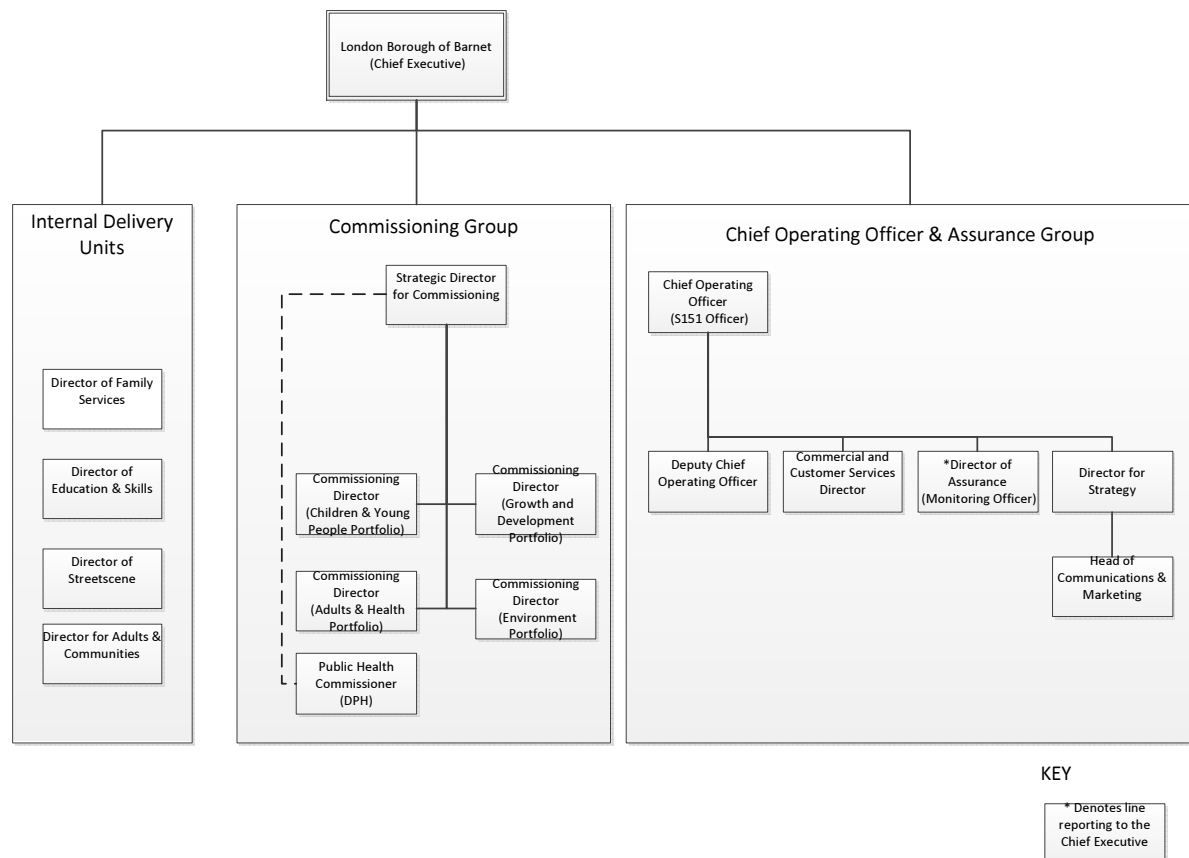
The final structure recommended to the General Functions Committee broadly follows the proposals with these changes following consultation:

- Skills to move from Children & Young People Portfolio to Growth and Development Portfolio.
- Leisure to move from the Environment Portfolio to the Adults and Health Portfolio
- Director for Strategy to change from Director for Strategy & Communications

Therefore the final portfolios are as follows:

<p>Commissioning outcomes in respect of:</p> <ul style="list-style-type: none"> • early years • schools • family support • youth services • libraries • children's safeguarding • children's social care 	<p>Commissioning outcomes in respect of:</p> <ul style="list-style-type: none"> • planning • development and regeneration • housing • enterprise • employment • skills 	<p>Commissioning outcomes in respect of:</p> <ul style="list-style-type: none"> • health and wellbeing partnerships • adult social care • adults safeguarding • leisure <p>(Working with the Joint Director for Public Health in commissioning outcomes).</p>	<p>Commissioning outcomes in respect of:</p> <ul style="list-style-type: none"> • waste management • cleansing • parks • community safety • parking • highways • regulatory services
<p>Evolving capacity with new delivery arrangements for:</p> <ul style="list-style-type: none"> • services and support to schools • early years and help • skills 	<p>Evolving capacity with new delivery arrangements for:</p> <ul style="list-style-type: none"> • employment programmes • housing strategy 	<p>Evolving capacity with transfer of current adult social care commissioning and further integrated commissioning with health for all non-acute services</p>	<p>Evolving capacity with new delivery arrangements for:</p> <ul style="list-style-type: none"> • waste • cleansing • parks • leisure <p>and transfer of current community safety and leisure commissioning functions</p>

The structure for the senior management of the Council is as follows:



Other considerations arising from the consultation were:

- The statutory requirements for the Director for Children's Services and Director for Adult Social Services. These have been given due consideration and it has been agreed that for the purposes of assurance, safeguarding matters and professional standards and practice, the designated officers will attend the Council's Strategic Commissioning Board for its assurance focus.
- It has been identified that there is limited capacity and support for the existing commissioning function and that a greater alignment of commissioning resources within Delivery Units, as well as additional commissioning capability will be required. This will be the first priority of the Strategic Director for Commissioning to identify requirements and resources to address this. This includes policy roles currently within the COO and strategy functions of the Council.

- The relationship between the Commissioning Directors and the commercial and performance functions of the Council need to work closely together to manage contracts and deliver the outcomes required.
- Joint employment contracts for employees in Re will require clarification between Re and the Council changes to management arrangements, although the individuals concerned are not directly impacted by these changes.
- The location of the responsibilities for Barnet's Housing Strategy will require consideration and a greater degree of control directly by the Council's Commissioning Director for that portfolio.
- Consideration to the roles and support required to the Commissioning Committees of the Council to provide professional advice and guidance.

1.5 CHIEF OFFICERS AND STATUTORY OFFICERS

The Council has to give due regard to the statutory guidance for statutory officers within the structure of the Council. There are no proposed changes for the Head of Paid Service, Section 151 Officer or Monitoring Officer.

The Strategic Commissioning Board will comprise of the Chief Executive, Chief Operating Officer and the Strategic Director for Commissioning.

For the Commissioning Directors designated as statutory officers (Director of Children's Services (DCS) and Director for Adult Social Services (DASS)), whilst not a first tier officer, they will attend the Strategic Commissioning Board (Assurance) with due regard for their responsibilities around safeguarding and professional standards.

APPENDICES

October 2014

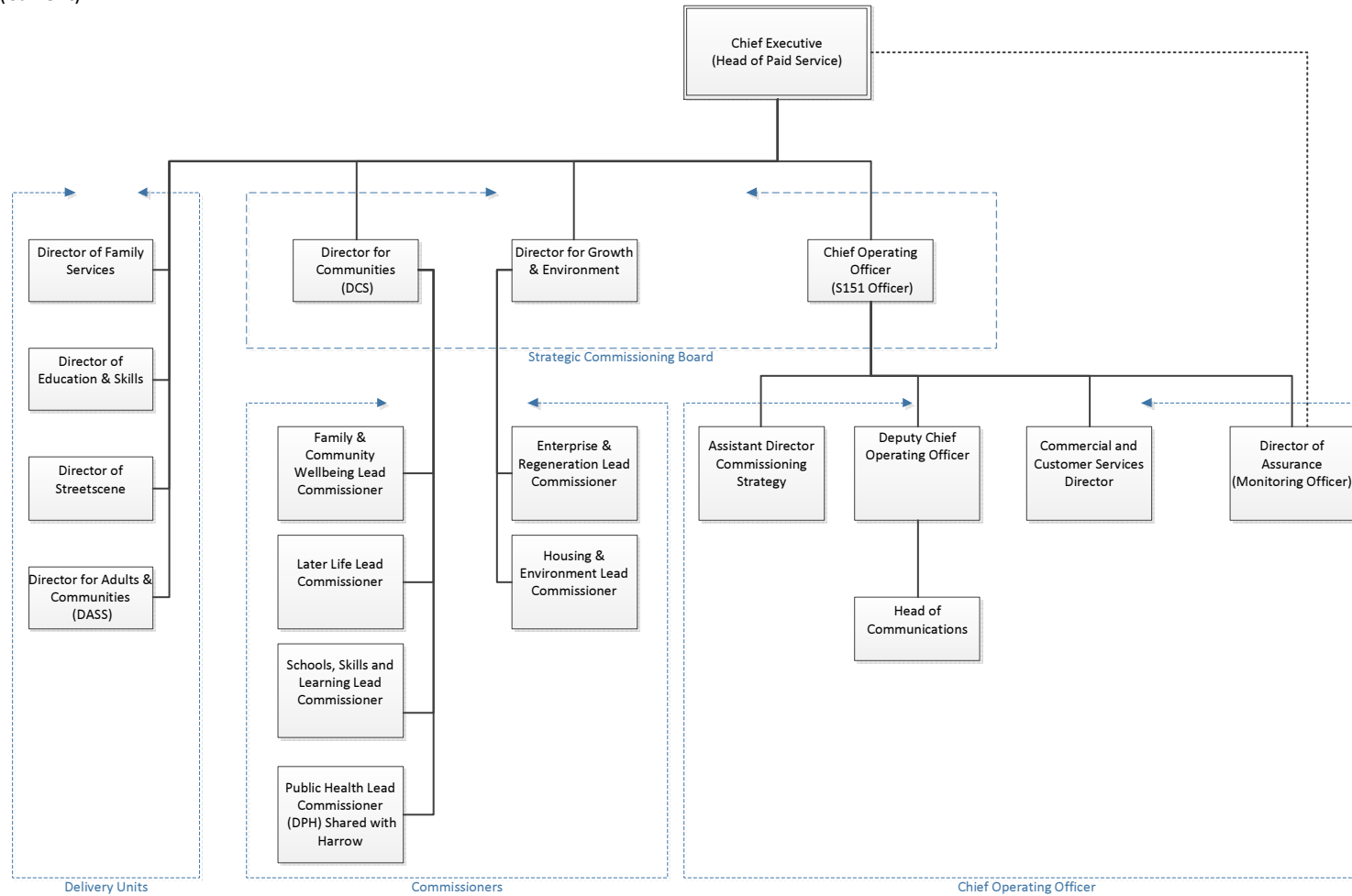
EXITING STRUCTURE – A1

FINAL STRUCTURE – A2

FINANCIAL INFORMATION – A3

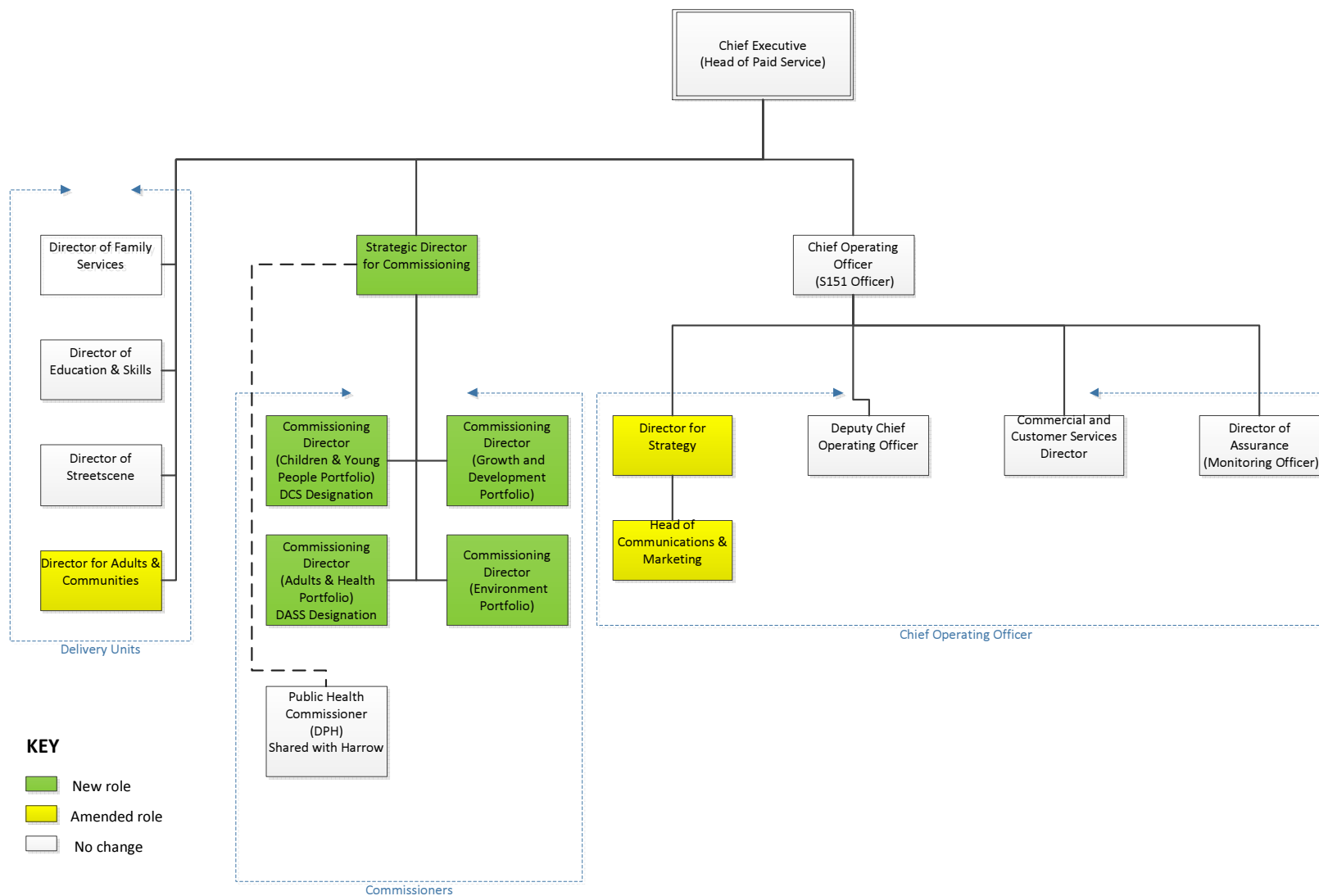
Appendix A: Existing Structure

London Borough of Barnet
Top-Level Organisational Chart
June 2014 (Current)

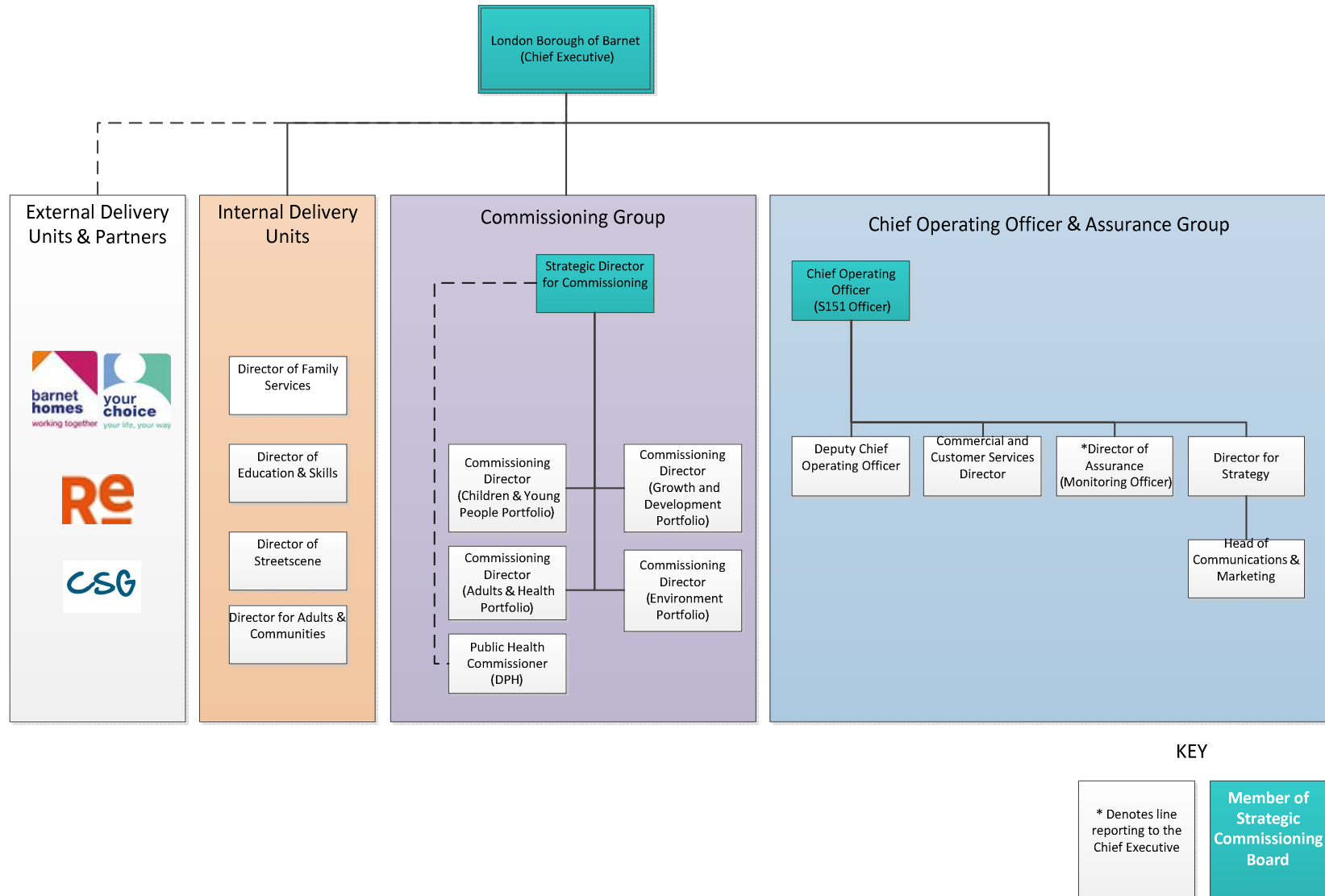


Appendix B: Proposed Future Structure

London Borough of Barnet
Top-Level Organisational Chart
April 2015



Appendix B: Future Functional Organisation



Appendix C1: Financial Evaluations

Current financial position of existing roles (within scope)

Area	Role	Lower Grade	Lower Salary	Upper Grade	Upper Salary	Current Grade	FTE	On-costs	Total cost
SCB	Chief Executive	CE1		CE3		187,613	1	44,089	231,702
SCB	Director for Communities	LBB2 (1)	148,464	LBB2 (3)	158,464	158,464	1	37,239	195,703
SCB	Director for Growth & Environment	LBB3 (1)	124,870	LBB3 (3)	134,870	134,870	1	31,694	166,564
SCB	Chief Operating Officer	LBB2 (1)	148,464	LBB2 (3)	158,464	158,464	1	37,239	195,703
Commissioning	Family, Community & Wellbeing Lead Commissioner	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Later Life Lead Commissioner	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Schools, Skills and Learning Lead Commissioner	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Enterprise and Regeneration Lead Commissioner	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Housing and Environment Lead Commissioner	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
COO	Assistant Director for Strategy	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
COO	Deputy Chief Operating Officer	LBB4 (1)	103,846	LBB4 (3)	113,846	108,846	1	25,579	134,425
COO	Commercial and Customer Services Director	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
COO	Director of Assurance	LBB4 (1)	103,846	LBB4 (3)	113,846	103,846	1	24,404	128,250
COO	Head of Communications	LBB6(1)	71,511	LBB6 (3)	79,457	79,457	1	18,672	98,129
Delivery Units	Director for Adults & Communities	LBB3 (1)	124,870	LBB3 (3)	134,870	124,870	1	29,344	154,214
Delivery Units	Director of Streetscene	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Delivery Units	Director of Family Services	LBB3 (1)	124,870	LBB3 (3)	134,870	124,870	1	29,344	154,214
Delivery Units	Director of Education and Skills	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
Commissioning	Joint Director of Public Health						1		
						2,071,185	19	486,728	2,557,913

Appendix C2: Proposed financial position

Chief Executive	CE1	CE3	187,613	1	44,089	231,702	
Strategic Director for Commissioning	LBB2 (1)	LBB2 (3)	158,464	158,464	1	37,239	195,703
		148,464					
Chief Operating Officer	LBB2 (1)	LBB2 (3)	158,464	158,464	1	37,239	195,703
		148,464					
Director for Family Services	LBB3 (1)	LBB3 (3)	134,870	124,870	1	29,344	154,214
		124,870					
Director for Streetscene	LBB5 (1)	LBB5 (3)	94,599	94,599	1	22,231	116,830
		85,139					
Director for Adults & Communities	LBB4 (1)	LBB3 (3)	113,846	124,870	1	29,344	154,214
		103,846					
Director for Education and Skills	LBB4 (1)	LBB4 (3)	113,846	113,846	1	26,754	140,600
		103,846					
Commissioning Director (Children & Young People)	LBB3 (1)	LBB4 (3)	134,870	124,870	1	29,344	154,214
		124,870					
Commissioning Director (Growth and Development)	LBB4 (1)	LBB4 (3)	113,846	113,846	1	26,754	140,600
		103,846					
Commissioning Director (Adults & Health)	LBB3 (1)	LBB4 (3)	134,870	124,870	1	29,344	154,214
		124,870					
Commissioning Director (Environment)	LBB4 (1)	LBB4 (3)	113,846	113,846	1	26,754	140,600
		103,846					
Director for Strategy	LBB4 (1)	LBB4 (3)	113,846	113,846	1	26,754	140,600
		103,846					
Deputy Chief Operating Officer	LBB4 (1)	LBB4 (3)	113,846	113,846	1	26,754	140,600
		103,846					
Commercial and Customer Services Director	LBB4 (1)	LBB4 (3)	113,846	113,846	1	26,754	140,600
		103,846					
Director of Assurance	LBB4 (1)	LBB4 (3)	113,846	108,846	1	25,579	134,425
		103,846					
Head of Communications & Marketing	LBB6(1)	LBB6 (3)	79,457	79,457	1	18,672	98,129

Joint Director of Public Health	71,511				
			1		
		1,969,999	18	462,950	2,432,949
		Change	(101,186)	(1)	(23,779)
					(124,965)

This page is intentionally left blank

Appendix 4 - Statutory Officers Protocol

Accountability Protocol for role of Director of Children's Services within the London Borough of Barnet

Introduction

In September 2014, the Chief Executive of the Council set out proposals to strengthen the commissioning capacity and leadership within the Council to address the strategic challenges facing the Council in the years ahead.

The proposals see the establishment of a new Strategic Director for Commissioning reporting to the Chief Executive with single accountability for the commissioning of Council functions and a focal point for the integration of commissioning with other public service providers. Reporting to the Strategic Director for Commissioning are four new roles of Commissioning Directors whose role is to provide clear accountability, capacity and subject matter expertise for the delivery of outcomes in line with Member priorities and in conjunction with partners and stakeholders. One of the Commissioning Director roles, covering Children and Young People will be the Council's designated Director of Children's Services (DCS).

This protocol sets out the accountability arrangements between the DCS in this proposed structure to the Chief Executive of the Council who retains the ultimate responsibility for the corporate leadership of the Council and is accountable for ensuring the effective steps are taken and the necessary capacity is in place to improve outcomes for children, young people across the full range of the Council's business.

Therefore it is imperative that the Chief Executive needs to be satisfied that the DCS is fulfilling their managerial responsibilities for safeguarding and promoting the welfare of children and young people.

This accountability protocol should be read alongside the Safeguarding Children Roles and Responsibilities Protocol for the London Borough of Barnet.

The role of the statutory Director of Children's Services

The Director of Children's Services (DCS) has the responsibility within the local authority, under section 18 of the Children Act 2004, for improving outcomes for children, local authority children's social care and education functions and local cooperation arrangements for children's services. The Commissioning Director for Children and Young People in undertaking the DCS role for Barnet Council will have professional responsibility for the leadership, strategic and effectiveness of children's services in the borough and is accountable for ensuring that:

- All children's services comply with statutory requirements, improving the wellbeing of children.
- Work by the local authority and its partners to safeguard and promote children's welfare are operating effectively.
- The needs of children and young people and their families and carers are assessed and that there are sufficient resources available to support the discharge of the statutory responsibilities of the council in respect of children's services.
- Children's services deliver improved outcomes for all children and on narrowing the gap in outcomes between groups.

- Schools and other educational settings work together and with others to improve attainment and well-being.
- The children's services provided or commissioned by the council are effective at meeting identified need, are well integrated, child and family orientated and directed towards achieving outcomes shared across agencies.
- All children within the Borough have access to a school place that meets their needs.
- The Lead Member for Children's Services and other elected members are supplied with full and accurate information about children's services in the borough and for children outside of the area for whom the authority is responsible.

In addition as a statutory member of the Health and Well-Being Board, the DCS has a clear role in driving the development of the local Joint Strategic Needs Assessment (JSNA). The DCS will promote the interests of children, young people and their families and will provide senior level leadership in the formulation of joint local commissioning plans for clinical and public health services with children's social care and education to address the identified needs within the JSNA and the Health and Wellbeing Strategy.

The DCS will make a key contribution to ensure that there are effective working relationships in place between the Health and Wellbeing Board, the Local Safeguarding Children's Board and the Children's Trust Board.

The DCS is a core member of the Local Safeguarding Children's Board and will liaise with the Independent Chair of the Safeguarding Board to ensure that the Council's safeguarding responsibilities are being effectively discharged.

The DCS will be the principal point of contact with the Department of Education, Ofsted, and all other relevant Government Departments in relation to any matters concerning children and young people. The DCS will be ultimately accountable through inspections or otherwise for ensuring the need of children and young people in the borough are being adequately provided for.

The Accountability Arrangement

Accountability to the DCS.

The DCS within Barnet will be responsible for commissioning children's services provided by the Family Services and Education and Skills Delivery Units of the Council as well as commissioning with partners a range of provision to improve the outcomes of children and young people in line with the Council's and Barnet Children's Trust Board priorities.

The Family Services Director and Education and Skills Director are formally line managed by the Chief Executive of the Council, but are accountable to the DCS. This accountability between the Delivery Unit Directors and the DCS is discharged through the following key mechanisms

- a) The DCS setting out in the Management Agreement, the outcomes and targets to be achieved by the service.
- b) The DCS will receive at least on a quarterly basis detailed performance and finance report providing information on outcomes, customer feedback, inspection findings, financial performance and service risks for Family

Services and Education and Skills. In line with the Council's performance management processes if a level 3 performance escalation is agreed by the DCS and Strategic Commissioning Board, the DCS will undertake the direct line management of the Council's internal delivery unit, until such point as performance levels have reached expected levels.

- c) The DCS has the right to request any service or financial information from the Delivery Units to enable the DCS to be assured that the Council's statutory duties are being met and that all aspects of the services (Family Services, Education and Skills, Commissioning) are working together effectively to meet the needs of children in the borough.
- d) The DCS will hold monthly safeguarding one to ones with the Family Services Director in line with the Safeguarding Roles and Responsibilities Protocol.
- e) The DCS will chair the Schools Standards Partnership Board or equivalent body to ensure that there are effective arrangements for school improvement in the borough.
- f) The DCS with the Chief Executive will be involved in the appraisal and performance management of the Family Services and Education and Skills Director. Performance objectives will be jointly set by the Chief Executive and DCS.
- g) The DCS will agree the internal audit programme for Children's Services in conjunction with the Assurance Director of the Council.

Accountability of the DCS to the Chief Executive

The DCS will be a member of the Council's Strategic Commissioning Board (Assurance) chaired by the Chief Executive whose role is to ensure that corporately there are appropriate and co-ordinated governance arrangements in place to ensure the effective delivery of Council's statutory functions. The Assurance Board will provide scrutiny and challenge in relation to delivery of statutory functions and ensure risk arrangement and systems of internal control across the council are effective. The DCS will provide a written report to each Assurance Board on the delivery of the statutory functions covered by the role of the DCS. The Chief Executive will use these meetings to hold the DCS to account for the performance of their statutory duties and the effective integration of services for children and young people in the Borough.

The DCS will present on quarterly basis a detailed performance and financial report to the Strategic Commissioning Board. The Strategic Commissioning Board will consider the recommendations of the DCS for any performance escalations under the Council's performance management framework. The quarterly performance report presented to SCB will then be considered by elected members through the Performance and Contract Management Committee of the Council and through submission to the Lead Member for Children's Services (LMCS).

The Chief Executive together with the Strategic Director for Commissioning will be involved in the enhanced appraisal regime for the DCS, enabling the Chief Executive to monitor the performance of the DCS and hold them to account for the exercise of their statutory duties and the effective integration of services for children and young people across the borough. The Chief Executive will be responsible for ensuring the involvement of the LMCS for the enhanced appraisal regime for the DCS.

Either the Chief Executive or DCS may request a meeting a meeting to discuss the DCS statutory role and effective performance of these functions. All such meetings will be minuted and records will be maintained by the Chief Executive and DCS as formal evidence base of assurance.

Accountability of the DCS to the Lead Member for Children's Services.

The DCS will be responsible for ensuring that the LMCS is able discharge their statutory role as being politically accountable for ensuring that the local authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children and young people. The DCS will:-

- Be the senior Council officer for the Children, Education, Libraries and Safeguarding Committee (CELS)
- Support the LMCS as the Chairman of CELS to develop and implement commissioning priorities for children and young people in accordance with Council priorities
- Support the LMCS as Chairman of the Children's Trust to hold partners to account in respect of delivery of the Children and Young People's Plan
- To provide regular performance reports and written briefings on key policy areas to enable effective political leadership of the children's agenda.
- To support the LMCS represent the needs of Barnet Children and Young People at a local, regional and national level.

Accountability Protocol for role of Director of Adult Social Services within the London Borough of Barnet

Introduction

In September 2014, the Chief Executive of the Council set out proposals to strengthen the commissioning capacity and leadership within the Council to address the strategic challenges facing the Council in the years ahead.

The proposals see the establishment of a new Strategic Director for Commissioning reporting to the Chief Executive with single accountability for the commissioning of Council functions and a focal point for the integration of commissioning with other public service providers. Reporting to the Strategic Director for Commissioning are four new roles of Commissioning Directors whose role is to provide clear accountability, capacity and subject matter expertise for the delivery of outcomes in line with Member priorities and in conjunction with partners and stakeholders. One of the Commissioning Director roles, covering Adults and Health will be the Council's designated Director of Adult Social Services.

This protocol sets out the accountability arrangements between the DASS in this proposed structure to the Chief Executive of the Council who retains the ultimate responsibility for the corporate leadership of the Council and is accountable for ensuring the effective steps are taken and the necessary capacity is in place to improve outcomes for vulnerable adults across the full range of the Council's business.

Therefore it is imperative that the Chief Executive needs to be satisfied that the DASS is fulfilling their managerial responsibilities for safeguarding and promoting the welfare of vulnerable adults.

The role of the statutory Director of Adult Social Services

The Director of Adult Social Services (DASS) has the responsibility within the local authority, as set out in the statutory guidance, issued under section 7(1) of the Local Authority Social Services Act 1970, for improving outcomes for vulnerable adults, local authority adult social care functions and local cooperation arrangements for adult services, particularly in respect of partnership working with the NHS and the promotion of well-being. The DASS provides a specific focus on adults and this should involve a role in championing the needs and aspirations of adults and promoting wellbeing that goes beyond the organisational boundaries of adult social care.

The Commissioning Director for Adults and Health in undertaking the DASS role for Barnet Council will have professional responsibility for the leadership, strategic and effectiveness of adult social care services in the borough and is accountable for ensuring that:

- All adult social care services comply with statutory requirements and improve the well-being of vulnerable adults.
- Work by the local authority and its partners to safeguard and promote vulnerable adults welfare is operating effectively.
- The needs of vulnerable adults in the borough are assessed and that there are sufficient resources available to support the discharge of the statutory responsibilities of the council in respect of adult social care services.

- All young people with eligible long-term social care needs have been assessed and receive a service which meets their needs throughout their transition to becoming adults.
- Service users, their families, carers and the wider community are involved in the planning, design and provision of adult social care services.
- Adult social care services promote social inclusion and wellbeing.
- Adult social care services provided or commissioned by the Council are effective at meeting identified need, are well integrated, and directed towards achieving outcomes shared across agencies.
- Elected members are supplied with full and accurate information about adult services in the borough and for vulnerable adults placed outside of the area for whom the authority is responsible.

In addition as a statutory member of the Health and Well-Being Board, the DASS has a clear role in driving the development of the local Joint Strategic Needs Assessment (JSNA). The DASS will promote the interests of vulnerable adults and will provide senior level leadership in the formulation of joint local commissioning plans for clinical and public health services with adult social care to address the identified needs within the JSNA and the Health and Wellbeing Strategy.

The DASS will make a key contribution to ensure that there are effective working relationships in place between the Health and Wellbeing Board, the Safeguarding Adults Board, and the Partnership Boards.

The DASS is a core member of the Local Safeguarding Adults Board and will liaise with the Independent Chair of the Safeguarding Board to ensure that the Council's safeguarding responsibilities are being effectively discharged.

The DASS will be the principal point of contact with the Department of Health, CQC, and all other relevant Government Departments in relation to any matters concerning vulnerable adults. The DASS will be ultimately accountable through inspections or otherwise for ensuring the needs of vulnerable adults in the borough are being adequately provided for.

The Accountability Arrangement

Accountability to the DASS.

The DASS within Barnet will be responsible for commissioning adult social care services provided by the Adults and Communities Delivery Unit of the Council as well as commissioning with partners a range of provision to improve the outcomes of vulnerable adults in line with the Council's and the Health and Wellbeing Board priorities.

The Adults and Communities Director is formally line managed by the Chief Executive of the Council, but is accountable to the DASS. This accountability between the Adults and Communities Delivery Unit Director and the DASS is discharged through the following key mechanisms

- a) The DASS setting out in the Management Agreement, the outcomes and targets to be achieved by the service.
- b) The DAAS will receive at least on a quarterly basis detailed performance and finance report providing information on outcomes, customer feedback, inspection findings, financial performance and service risks for Adults and

Communities. In line with the Council's performance management processes if a level 3 performance escalation is agreed by the DASS and Strategic Commissioning Board, the DASS will undertake the direct line management of the Council's internal delivery unit, until such point as performance levels have reached expected levels.

- c) The DASS has the right to request any service or financial information from the Delivery Unit(s) to enable the DASS to be assured that the Council's statutory duties are being met and that services are working together effectively to meet the needs of vulnerable adults in the borough.
- d) The DASS will hold monthly safeguarding one to ones with the Adults and Communities Director in line with an agreed Safeguarding Roles and Responsibilities Protocol.
- e) The DASS with the Chief Executive will be involved in the appraisal and performance management of the Adults and Communities Director. Performance objectives will be jointly set by the Chief Executive and DASS.
- f) The DASS will agree the internal audit programme for Adult and Communities Delivery Unit and wider council functions supporting adult social care in conjunction with the Assurance Director of the Council.

Accountability of the DASS to the Chief Executive

The DASS will be a member of the Council's Strategic Commissioning Board (Assurance) chaired by the Chief Executive whose role is to ensure that corporately there are appropriate and co-ordinated governance arrangements in place to ensure the effective delivery of Council's statutory functions. The Assurance Board will provide scrutiny and challenge in relation to delivery of statutory functions and ensure risk arrangement and systems of internal control across the council are effective. The DASS will provide a written report to each Assurance Board on the delivery of the statutory functions covered by the role of the DASS. The Chief Executive will use these meetings to hold the DASS to account for the performance of their statutory duties and the effective integration of services for vulnerable adults in the Borough.

The DASS will present on quarterly basis a detailed performance and financial report to the Strategic Commissioning Board. The Strategic Commissioning Board will consider the recommendations of the DASS for any performance escalations under the Council's performance management framework. The quarterly performance report presented to SCB will then be considered by elected members through the Performance and Contract Management Committee of the Council.

The Chief Executive together with the Strategic Director for Commissioning will be involved in the enhanced appraisal regime for the DASS, enabling the Chief Executive to monitor the performance of the DASS and hold them to account for the exercise of their statutory duties and the effective integration of services for vulnerable adults across the borough.

Either the Chief Executive or DASS may request a meeting to discuss the DASS statutory role and effective performance of these functions. All such meetings will be minuted and records will be maintained by the Chief Executive and DASS as formal evidence base of assurance.

Accountability of the DASS to the Elected Members of the Council.

The DASS will be responsible for ensuring that the elected members are able to discharge their role as being politically accountable for ensuring that the local

authority fulfils its legal responsibilities for safeguarding and promoting the well-being of vulnerable adults. The DASS will:-

- Be the senior Council officer for the Adults and Safeguarding Committee
- Support the Chairman of Adults and Safeguarding Committee to develop and implement commissioning priorities for vulnerable people in accordance with Council priorities
- To provide regular performance reports and written briefings on key policy areas to enable effective political leadership of the children's agenda.
- To support elected members represent the needs of Barnet's vulnerable adults at a local, regional and national level.