

<b><u>MEETING</u></b>
<b>CONSTITUTION AND GENERAL PURPOSES COMMITTEE</b>
<b><u>DATE AND TIME</u></b>
<b>THURSDAY 17TH JANUARY, 2019</b>
<b>AT 7.00 PM</b>
<b><u>VENUE</u></b>
<b>HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ</b>

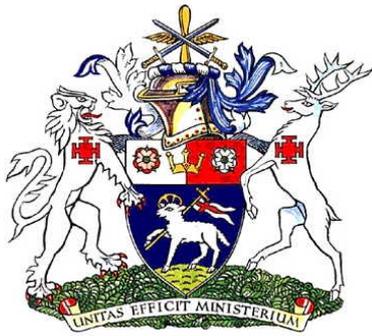
Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

Item No	Title of Report	Pages
1.	FORMAL CONSULTATION ON THE PROPOSALS FOR THE RESTRUCTURE OF ADULT SOCIAL CARE SERVICES IN BARNET COUNCIL	3 - 76

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## Constitution and General Purposes Committee

17 January 2019

<b>Title</b>	<b>Formal consultation on the proposals for the restructure of Adult Social Care Services in Barnet Council</b>
<b>Report of</b>	Dawn Wakeling, Executive Director Adults and Health
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	Yes
<b>Key</b>	Yes
<b>Enclosures</b>	<p><b>Appendix 1</b> – Formal consultation document on the proposals for the restructure of adult social care services in Barnet council</p> <p><b>Appendix 2</b> – Consultation closure report and final proposals</p> <p><b>Appendix 3</b> – New Structure</p> <p><b>Appendix 4</b> – Staff equality impact assessment</p>
<b>Officer Contact Details</b>	<p>Courtney Davis, Head of Transformation 020 8359 4901 <a href="mailto:courtney.davis@barnet.gov.uk">courtney.davis@barnet.gov.uk</a></p>

### Summary

This paper sets out the final proposed changes to the staffing structure of adult social care following a period of formal consultation with staff and the trade unions from 5 December 2018 to 8 January 2019. The proposals will be implemented to take effect by 1 April 2019.

The consultation document (attached as appendix 1) set out proposals for the adult social care staffing in both the Adults and Communities Delivery Unit and the Adults Joint Commissioning Service to deliver both a new structure that aligns to the council-wide senior management restructure proposals and delivers efficiency savings of £682k in

2019/20 as set out in the Adults and Safeguarding Committee Medium Term Financial Strategy (MTFS).

The final proposals will result in 15 posts in the Adults Delivery Unit and Joint Commissioning Service being deleted. Of the posts proposed for deletion, 14 are currently vacant and one member of staff will be put at risk of redundancy. Additionally, a number of adult social care teams and functions have been realigned to address the changes proposed in the senior management restructure.

## **Recommendations**

**1. The Committee approve the proposed changes to the adult social care staffing structure to take effect by 1 April 2019.**

**2. The Committee note formal consultation has been undertaken with a summary of the feedback from this is included within the report.**

**3. The Committee delegate authority to the Executive Director Adults and Health to agree redundancy payments for the roles identified at risk (subject to the scheme of financial delegation).**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 The council's medium term financial strategy (MTFS) for 19/20 – 23/24 requires a budget reduction of £69.9m, with a target of £27.1m to be delivered in 19/20. To address the budget gap between 2019 and 2024, the Adults and Safeguarding Committee were asked to set out savings proposals to contribute to the council's overall savings requirement. The agreed proposals included workforce savings of £682k in 19/20.
- 1.2 To deliver these savings it was necessary to review and restructure both the senior management arrangements and the roles, teams and functions that sit below the Head of Service level.
- 1.3 The senior management restructure proposed a reduction in senior management to take effect in April 2019. The principles of the senior management proposals (in addition to dissolving the commissioning and delivery split, and financial efficiencies) were about reducing management layers, ensuring clarity of accountability, and appropriate spans of control. The proposed changes in the senior management restructure required the realignment of teams and functions in adult social care.
- 1.4 The adult social care restructure consultation document set out proposals for the Adults and Communities Delivery Unit and the Adult Joint Commissioning Service to deliver both a new structure that aligns to the senior management restructure proposals and delivers savings of £682k in 2019/20. The Consultation Report and Final Proposals document (attached as appendix 2) confirms the final proposals following consideration of the feedback provided from staff and the Trade Unions during the consultation period.

- 1.5 The final proposals will result in 15 posts in the Delivery Unit and Joint Commissioning Service being deleted. Of the posts proposed for deletion, 14 are currently vacant and one member of staff will be put at risk of redundancy. Additionally, a number of adult social care teams and functions have been realigned to address the changes proposed in the senior management restructure.
- 1.6 In line with the council's Managing Organisational Change policy, formal consultation was launched for a 30 day period on 5 December 2018 running to 3 January 2019. Following requests from staff and UNISON an extension of 5 calendar days was agreed resulting in a new consultation end date of 8 January 2019.
- 1.7 The timing enables the proposed changes to take effect on 1 April 2019, and deliver a full year effect of financial savings for the 2019/20 budget as part of the Adults and Safeguarding Committee MTFs.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The proposals aimed to achieve the required savings and minimise adverse impact for both staff and residents. The following principles governed the development of the proposals:
  - Maintaining front line staffing
  - Delivering an effective integrated structure through alignment between related functions
  - Minimising redundancy
  - Delivering services as efficiently as possible
- 2.2 The detail of the proposed changes as well as a summary of consultation feedback and responses can be found in the Consultation Report and Final Proposals (Appendix 2).

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The following options were considered but are not recommended:
  - Do nothing: not an acceptable option as this would result in failure to deliver the Medium Term Financial Strategy (MTFS).
  - Delete a number of posts to meet the budget reductions without undertaking a restructure or developing new role profiles. This would result in a significant negative impact on service delivery, customer satisfaction and staff.

- 3.2 The proposals have changed as a result of feedback following the consultation. The Consultation Report and Final Proposals document highlights the changes that have been made.

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 Upon approval of the recommendations, changes will be confirmed with affected staff. Management will lead and HR will support the implementation of the changes. It is expected that the new organisational structure will be in place by 1 April 2019.
- 4.2 Where staff are at risk of redundancy, HR and the Executive Director will work to finalise arrangements.
- 4.3 A number of other suggestions for improvements were raised by staff as part of the consultation exercise. These will be taken forward by the management team working with the areas concerned.

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

- 5.1.1 The proposed changes take account of the corporate priorities and directly support and underpin our ambitions to be an efficient and effective Council. Furthermore, they support the council's financial sustainability by delivering MTFS savings for 2019/20.
- 5.1.2 The principles of the senior management proposals (in addition to dissolving the commissioning and delivery split, and financial efficiencies) were about reducing management layers, ensuring clarity of accountability, and appropriate spans of control. The proposals in this consultation document embed these principles across adult social care services in the council. The clearer lines of accountability support an effective performance management framework including quality assurance, financial management and the delivery of the MTFS.

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

- 5.2.1 The Adults and Safeguarding Committee MTFS proposals include workforce savings of £682k in 2019-20.
- 5.2.2 A summary of the impact of workforce savings, including the savings delivered by the senior management restructure, is presented in the table below:

<b>Description</b>	<b>Financial impact</b>
Four Senior Management Post Deletions	-£371k
15 posts from the Adults Delivery Unit and Joint Commissioning Team are deleted (of which 14 are currently vacant)	-£416k
Subtotal	£787k
Permanent post funding (where an established post did not have permanent funding)	£105k
<b>Total Savings</b>	<b>£682k</b>

5.3 Any redundancy costs will be funded corporately.

#### 5.4 **Social Value**

5.4.1 Not applicable in the context of this report.

#### 5.5 **Legal and Constitutional References**

5.5.1 In accordance the Council's Constitution, Article 7- the Constitution and General Purposes terms of reference includes responsibility for staffing matters (i.e. salaries and conditions of service) other than those within the remit of the Chief Officer Appointment Panel.

5.5.2 The HR Regulations in the Council's Constitution (Section 2.1) require that no vacant post at Assistant Director level or above shall be advertised or recruited to without prior Committee approval and all new posts at Assistant Director level or above shall be created by Committee decision.

5.5.3 The consultation process with staff is required in line with the Council's obligations under Information and Consultation of Employees (ICE) Regulations.

5.5.4 The restructure has been carried out in accordance with the Council's Managing Organisational Change Policy. Consultation with Trade Unions and collective and individual staff consultation has concluded. The new structure can now be implemented subject to the approval of this Committee in accordance with the Managing Change Policy.

5.5.5 According to the Scheme of Delegation the Executive Director Adults and Health can authorise the payment of redundancy payments in line with the Managing Change Policy below £100,000. The Constitution and General Purposes Committee approves severance packages above £100,000.

## 5.6 Risk Management

5.6.1 The most significant risks being managed as part of this restructure are summarised in the table below:

Risk	Mitigation
Restructures can create uncertainty, destabilise the organisation and detract from key priorities or cause staff to leave the council.	Work closely with HR and the Trade Unions. Ensure regular communication and engagement with staff. Ensure management are available to support change. Work with the adult social care leadership team to develop the implementation plan, ensuring collaboration and involvement.
The loss of experienced staff could result in instability and organisational knowledge.	Ensure sufficient time for handover planning and clear, accessible records.
As functions are realigned to new areas there is a capacity and workload risk as new functions are incorporated.	Planning around capacity and workloads will take place as part of implementation for the new structure. Sufficient senior management capacity will be available to support the team and ensure workloads are manageable.

## 5.7 Equalities and Diversity

5.7.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

5.7.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services.

5.7.3 Before consultation opened, a detailed Equality Impact Assessment was undertaken in respect of staff. This identified that as Adult Social Care is a

predominantly female workforce, it is anticipated that female employees will be disproportionately affected by the proposed changes across the workforce. However, the impact of this is mitigated by the fact that most of the savings are to be achieved by the deletion of vacant posts, thereby reducing this impact. Where staff in post are directly affected, the impact will be mitigated by use of the council's redeployment process.

5.7.4 The adult social care workforce age profile suggests that the workforce includes a number of staff who have been in post for a number of years and hence may be lacking in recent practice when it comes to recruitment and selection. This impact will be mitigated by providing support to any staff who may have to enter into a redeployment process. The Learning and Development and adult social care Workforce Teams will work together to ensure that staff have adequate support through any interview and selection procedure.

## 5.8 Corporate Parenting

7.7.1 The changes have no direct impact on looked after children or care leavers.

## 5.9 Consultation and Engagement

5.9.1 The consultation was launched for a 30 day period on 5 December 2018 running until 3 January 2019. The Trade Unions were initially informed of consultation at a meeting on 22 November 2018. A formal consultation meeting was held with the Trade Unions on 17 December 2018 and a close of consultation meeting was held with them on 8 January 2019. Following requests from staff and Unison an extension of 5 calendar days was agreed resulting in a new consultation end date of 8 January 2019.

5.9.2 Staff across the Adult Social Care Service were encouraged to comment and put forward ideas to improve the proposals or alternative proposals. A variety of ways were made available for people to put these forward or to ask questions.

<p><b>Email</b></p>	<p>Comments and suggestions could be emailed</p> <p>20 individuals and 4 teams responded in this way. Where appropriate, key messages from feedback has been included in section 4 - outcome of consultation and response – of the consultation closure report. Where comments and questions were about personal/confidential matters, these were responded to individually.</p>
<p><b>Drop-in sessions</b></p>	<p>There were open drop-in sessions throughout the consultation period where staff were invited to discuss the proposals with senior management.</p> <p>The dates were Monday 10<sup>th</sup> December 11-12 at Barnet House; Monday 17<sup>th</sup> December 11-12 at Barnet House; 17<sup>th</sup> December 3.30-4.30 at NLBP; Wednesday 19<sup>th</sup> December 10-11 at NLBP; and Wednesday 19<sup>th</sup> December 11.30-12.30 at Barnet House.</p> <p>Staff could attend as an individual or as a group and either drop in or email</p>

	<p>project support to book a specific time slot within these sessions.</p> <p>The dates of all the drop-in sessions were circulated to staff with the consultation document and reminder outlook invitations were sent in advance of the meetings to encourage attendance.</p> <p>27 people attended these sessions, a summary of topics can be found in section 4 - outcome of consultation and response – of the consultation closure report.</p>
<b>One-to-one meetings</b>	<p>Individuals at risk of redundancy have had the opportunity to meet with a senior manager, HR and their own representation where requested.</p> <p>Staff were encouraged to share their thoughts on the proposals with their line manager or a member of the Senior Management Team. Members of the adult social care leadership team held a number of meetings with teams and individuals.</p>
<b>Consultation FAQs / Log on intranet</b>	<p>Throughout the consultation all common questions and concerns were logged with weekly updates and responses where appropriate were circulated via email.</p> <p>FAQ can be found in the Consultation Closure Report</p>

5.9.3 A number of consultation responses were received as outlined in the table above. The detail of the proposed changes as well as a summary of consultation feedback and responses can be found in the Consultation Report and Final Proposals

5.9.4 Staff briefings to close consultation were held on 10 and 14 January 2019 to present the findings of the consultation and update staff on the final proposals being presented to Constitution and General Purposes Committee.

## 7.9 Insight

7.9.1 Insight data is not applicable in the context of this report.

## 6. BACKGROUND PAPERS

6.1 None.

LONDON BOROUGH OF BARNET

**Formal consultation on the proposals for the  
restructure of adult social care services in Barnet  
council**

**December 2018**

## **POLICY SUMMARY**

This document sets out proposals for the Adults and Communities Delivery Unit and the Adults Joint Commissioning Service to deliver both a new structure that aligns to the senior management restructure proposals and delivers efficiency savings in the 2019/20 – 2020/21 financial years. This document arises out of the requirement to formally consult with staff on these changes and their potential impact upon the workforce.

The senior management restructure entered formal consultation on 19 November 2018, for 30 days, and closes on 18 December 2018. It proposes a reduction in senior management, to take effect in April 2019.

This consultation document therefore proposes a structure that reorganises adult social care operational and commissioning teams in line with these senior management changes, as well as delivering the savings required in the 2019/20 and 2020/21 financial years.

This document is provided under Section 188 of the Trade Union and Labour relations (Consolidation) Act 1992 and in line with the council's obligations under Information and Consultation of Employees (ICE) Regulations to inform and consult employees about proposed changes to their working circumstances. This document constitutes the start of consultation.

The consultation will take place in accordance with the Council's Policy on Managing Organisational Change, which is within the Employee Handbook on the Council Intranet site.

## **DECISION MAKING**

This proposal involves changes to the workforce, as a result of the senior management restructure and the requirement to deliver savings. It takes place in the context of the council's process to develop a five-year MTFS that delivers the required savings for the period 19/20 – 23/24. As a consequence of these proposals, a small number of staff will be placed at risk of redundancy due to it being proposed that their posts be deleted.

Following the closure of consultation, the final proposals will require approval for implementation from the Constitution and General Purposes Committee.

## CONTENTS

<b>1 EXECUTIVE SUMMARY INFORMATION .....</b>	<b>4</b>
1.1 Officers	4
1.2 Timetable	4
1.3 Staff in Scope	4
1.4 Proposed Changes Summary	5
1.5 Responding to the Consultation	6
<b>2 BACKGROUND AND PRINCIPLES .....</b>	<b>6</b>
2.1 Background	6
2.2 Principles	7
<b>3 PROPOSED CHANGES TO STAFF .....</b>	<b>8</b>
3.1 Communications and Customer Care	11
3.2 Customer Financial Affairs	11
3.3 Care Quality	11
3.4 Safeguarding	13
3.5 Performance and Improvement	14
3.6 Localities	15
3.7 Joint Commissioning	16
3.8 Hospitals and Health Partnerships	16
3.9 Transformation	16
3.10 Assessment and Prevention	16
3.11 Areas of no or limited change	17
<b>4 REORGANISATION TIMETABLE AND APPROACH .....</b>	<b>17</b>
<b>5 CONSULTATION .....</b>	<b>19</b>
<b>6 FEDDING BACK .....</b>	<b>19</b>
<b>7 AREAS FOR CONSULTATION .....</b>	<b>19</b>
<b>8 ADDITIONAL SUPPORT .....</b>	<b>20</b>
<b>9 SELECTION FOR ROLES .....</b>	<b>21</b>
<b>10 SELECTION FOR REDUNDANCY .....</b>	<b>22</b>

## 1 EXECUTIVE SUMMARY INFORMATION

### 1.1 Officers

ROLE	NAME	CONTACT
Sponsor	Dawn Wakeling	<a href="mailto:dawn.wakeling@barnet.gov.uk">dawn.wakeling@barnet.gov.uk</a>
Human Resources Advisory	Stephen Cranfield	<a href="mailto:stephen.cranfield@barnet.gov.uk">stephen.cranfield@barnet.gov.uk</a>
Project Support	Anita Thawani	<a href="mailto:anita.thawani@barnet.gov.uk">anita.thawani@barnet.gov.uk</a>

All responses to this consultation should be sent to: [anita.thawani@barnet.gov.uk](mailto:anita.thawani@barnet.gov.uk)

### 1.2 Timetable

It is proposed to implement the final service and staff structure in Adults, Communities and Health in April 2019, subject to the completion of the consultation and approval from the Constitution and General Purposes Committee.

The full timetable is set out in [Section 4](#) of this document.

The consultation is proposed to last for 30 days to allow staff time to consider the proposals and engage effectively on the decisions that need to be made.

Group	Purpose	Date
Formal Consultation Period (30 days)	1 to 1 meetings will be held with directly affected employees during the formal consultation period. Trade Unions will be engaged during this period.	5 <sup>th</sup> December 2018 – 3 <sup>rd</sup> of January
<b>Constitution and General Purposes Committee</b>	Consideration of proposals by Committee	17 January 2019

### 1.3 Staff in Scope

The changes proposed within this document affect posts within the Adults and Communities Delivery Unit and the Adults Joint Commissioning Service. The Adults Joint Commissioning Team is a joint service with NHS Barnet CCG and changes proposed to this team have been jointly developed by the Council and the CCG.

The changes proposed as part of the senior management restructure consultation (relating to posts at head of service level and above) are not within the scope of this document but these proposals are referenced where they relate to changes proposed within this consultation.

A list of all positions potentially affected by these proposals (either directly or indirectly) is included in [Section 3](#) (see also Appendix A for proposed structures).

#### **1.4 Proposed Changes Summary**

- 1.4.1 It is necessary to review and restructure the service based on the changes proposed by the senior management restructure, particularly where senior management posts are being deleted, but also in response to the proposal to dissolve the commissioning group and delivery unit structure and organise the Council into 6 directorates. This brings together the adult social care commissioning and delivery functions into one Adults and Health Directorate.
- 1.4.2 Additionally, the Adults and Safeguarding Committee's medium term financial strategy (MTFS) for 2019-2024 includes workforce savings of £682k and £113k in 19/20 and 20/21, respectively, for a total of £795k across the two financial years. These savings are based on the previous MTFS saving (£213k) plus an additional 5% budget reduction across Adults, Communities and Health. The total staffing spend is circa £15.5m

These proposals are required to deliver the savings after taking account of the savings delivered by the senior management restructure.

- 1.4.3 It is proposed that 17 posts in the Delivery Unit and Joint Commissioning Team are deleted. Where possible, this will be achieved through the deletion of vacant posts although this will not be possible in all circumstances. Of the posts proposed for deletion, 14 are currently vacant and 3 members of staff will be put at risk of redundancy (this does not include roles impacted in the senior management restructure.)
- 1.4.4 The proposed changes in the senior management restructure will require the realignment of teams and functions in adult social care. The principles of the senior management proposals (in addition to dissolving the commissioning and delivery split, and financial efficiencies) are about reducing management layers, ensuring clarity of accountability, and appropriate spans of control. The proposals in this consultation document embed these principles across adult social care services in the council.
- 1.4.5 No changes to terms and conditions of employment will take place as a consequence of this restructure.

## 1.5 Responding to the Consultation

Comments and ideas to improve the proposals and alternative proposals are welcomed. There are a number of ways to put these forward or to ask questions.

<b>Email</b>	Comments and suggestions can be emailed to <a href="mailto:anita.thawani@barnet.gov.uk">anita.thawani@barnet.gov.uk</a>
<b>Drop-in sessions</b>	There will be open drop-in sessions throughout the consultation period where staff can discuss the proposals with senior management. The dates are Monday 10 <sup>th</sup> December 11-12 at Barnet House; Monday 17 <sup>th</sup> December 11-12 at Barnet House; 17 <sup>th</sup> December 3.30-4.30 at NLBP; Wednesday 19 <sup>th</sup> December 10-11 at NLBP; and Wednesday 19 <sup>th</sup> December 11.30-12.30 at Barnet House. If you would like to attend one of these sessions, you can either drop in or email Julie Cairns ( <a href="mailto:Julie.cairns@barnet.gov.uk">Julie.cairns@barnet.gov.uk</a> ) to book a specific time slot within these sessions. You may attend as an individual or as a group.
<b>One-to-one meetings</b>	You can discuss your thoughts on the proposals with your line manager. If you would prefer to discuss with a senior manager this can be arranged.
<b>Consultation FAQs / Log on intranet</b>	Throughout the consultation feedback, common questions and concerns will be logged and responses provided, where appropriate, at the close of consultation.

## 2 BACKGROUND AND PRINCIPLES

### 2.1 Background

The council's MTFs for 19/20 – 23/24 requires a budget reduction of £69.9m, with a target of £27.1m to be delivered in 19/20.

To address the budget gap between 2019 and 2024, the Adults and Safeguarding Committee were asked to set out savings proposals to contribute to the council's overall savings requirement. Committee approved proposals delivering c. £14M of savings and supported the continued development of further pipeline savings totalling circa £5.5m, as part of the council's budget setting process.

The agreed proposals include workforce savings of £682k and £113k in 19/20 and 20/21, respectively.

To deliver these savings it was necessary to review and restructure both the senior management arrangements and the roles, teams and functions that sit below the Head of Service (HoS) level.

## 2.2 Principles

The changes proposed as part of the senior management restructure were shaped by and tested against a set of design principles as follows:

- Improving control and oversight of strategic functions, particularly finance and human resources;
- Supports the delivery of key organisational priorities around children's services improvement, financial sustainability and prevention and the realignment of our contracts with Capita;
- Integrates commissioning and delivery functions;
- Improves accountability; and
- Flattens the management hierarchy.

These principles support the organisation's approach to improving its operations and governance in relation to a number of issues and challenges that have been identified and prioritised over the last year, for example in the Annual Governance Statement. In particular, these include strengthening the control environment; increased control of strategic functions; clarifying lines of accountability; signalling the importance of financial management and prevention for the council's financial sustainability; and improving consistency with regard to spans of control and role titles. This structure also proposes a move away from a commissioning structure, with the commissioning group/delivery unit model replaced by a directorate structure.

In addition to the design principles set out in the senior management restructure, the proposals in this consultation are based on the following principles:

- ***Maintaining frontline staffing***, thereby minimising the impact on service delivery. The proposals seek to ensure that redundancies are avoided or minimised for front line social work, occupational therapy and assessment & enablement officer roles working directly with residents who use our services. Savings in this area are achieved by the permanent deletion of vacant posts.
- ***Delivering an effective integrated structure through alignment between related functions***, which brings together teams and functions to optimise knowledge, skills and experience, ensuring that we are making the most of all our resources to deliver our priorities. The design principle applied is to ensure alignment, i.e.: to maintain all operational social work, occupational therapy, AEO and related practice support together within one service area; to ensure that functions relating to the commissioning cycle with providers are grouped within one service area: and that key support functions are grouped within one service area.

- **Minimising redundancy:** Keeping the number of redundancies as low as possible is very important. Many of the proposed deleted posts are vacant and have not been covered by agency staff. Where staff are placed at risk of redundancy, we will work closely with Human Resources to ensure that opportunities for realignment are maximised, both within adult social care and council-wide.
- **Delivering services as efficiently as possible:** Where there are opportunities to achieve the same outcomes at a lower cost, these should be taken. The opportunities afforded by new ways of working should enable reductions to the establishment without an impact of residents of Barnet, allowing us to ensure that we are making the most of all our resources.

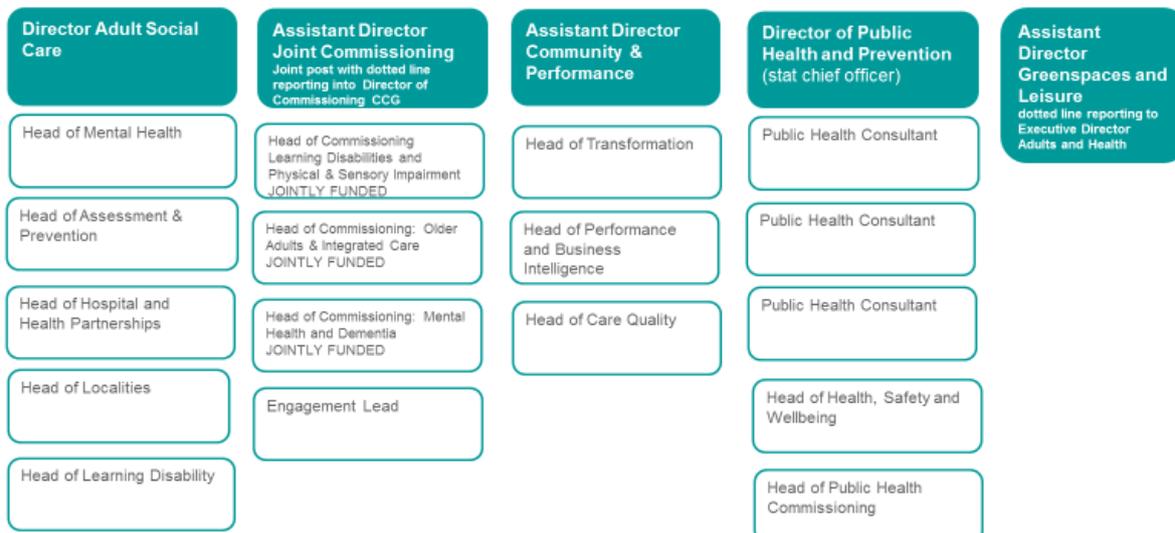
### 3 PROPOSED CHANGES TO STAFF

As part of the senior management restructure consultation, the following posts in adult social care are proposed for deletion:

- Assistant Director Adult Social Care
- Head of Safeguarding
- Head of Customer Financial Affairs
- Head of Communications and Customer Care (Vacant)

The proposed senior management structure, as set out in the senior management consultation paper, is shown below, along with the proposed alignment of adult social care teams and functions to each of the service areas.

**Executive Director Adults & Health**



The dissolution of the Commissioning Group and the move to a simpler structure of six directorates recognises that, whilst commissioning of services is a critical function of any Council (whether they are in house, external or arms-length delivery arrangements) the organisation needs a simpler model, with clear lines of accountability, that allows it to focus on the challenges and improvements it needs to address.

The following table identifies the posts proposed for deletion:

Role	Impact
Communications Lead	1.0 FTE – vacant
DOLS Co-ordinator (D)	1.0 FTE
Review Team Manager - Review Team	1.0 FTE
Review Team Manager - Review Team	0.5 FTE
Team Manger Quality and Practice	Delete Fixed Term Post, current post holder seconded, secondment to be made permanent.
Prevention and Wellbeing Dev Lead	1.0 FTE, current post holder seconded, secondment to be made permanent and substantive post deleted
Prevention and Wellbeing Officer	1.0 FTE vacant

AEO (Reablement)	0.67 FTE vacant
AEO Reviews Team	1 FTE, vacant
AEO Hospital Team	1.0 FTE vacant
Improvement and Policy Manager	1.0 FTE, current post holder seconded, post holder assimilated to new role
Business Support Officer	1.0 FTE vacant
Business Support Assistant	1.0 FTE vacant
Business Intelligence officer, Joint Commissioning Team	1.0 FT, current post holder assimilated to new role
Health and Social Care Commissioner, Joint Commissioning Team	2.0 FTE vacant
Health and Wellbeing Commissioning Lead	1.0 FTE vacant

Specific changes proposed to roles, teams and functions are described below.

### **3.1 Communications and Customer Care**

It is proposed that:

- The Head of Service post has been vacant since September 2017 and the Communications Lead since September 2018. A significant proportion of these activities have already been absorbed by managers and relevant business support staff.
- The Engagement Lead post will transfer to the Joint Commissioning Team. Engagement will continue to be a function that applies to all elements of adult social care. However, the change is intended to strengthen the voice of residents and people with lived experience in the development of commissioning strategies, procurement and service development. The function will continue to support operational engagement.
- The apprentice role will transfer to the Transformation Team to continue providing communication support, however, senior managers will play an important role in communications related to their area.

### **3.2 Customer Financial Affairs**

It is proposed that:

- As a result of the proposed deletion of the Head of Service in the senior management restructure, the function will be transferred to the care quality service area. The two teams will transfer in their entirety.
- The team manager (Community and Financial Affairs) and the team manager (Residential Financial Affairs) will report directly to the Head of Care Quality.
- The financial affairs teams and the brokerage team need to work closely together on a range of processes including client billing and provider invoicing. Bringing the teams together in the same service area will enable closer working between the teams and improvements to processes.

### **3.3 Care Quality**

It is proposed that:

- The Head of Service has been on a fixed term basis pending the development of the senior management proposals. In light of these proposals, the current post holder will be confirmed in the role on a permanent basis.
- The customer financial affairs teams are moved to this service area, as set out above.

- In the current structure, the review team is aligned with the provider quality function. However, this does not optimise alignment with the rest of social work and OT teams working with older and disabled people. It is recognised that reviews, along with strength-based conversations, assessments and support planning, are key to the work we do with those who use our services; and that we require sufficient operational capacity for all these elements of the service user journey. In keeping with the design principle of alignment between related functions, the proposal is that the Review Team is dissolved, with staff in this team moving across to the Localities service area where they will form part of existing Locality teams. This results in the current team manager posts being deleted, with current post holders placed at risk.
- It is proposed that the Lead Practitioner in the team would move into the newly created vacant Lead Practitioner post in the Localities and be moved onto a permanent contract.

### 3.4 Safeguarding

The senior management consultation proposes that the Head of Safeguarding role is deleted. Arising from this, the following changes are proposed.

It is proposed that:

- The Quality and Practice team and the Safeguarding Team manager will be restructured into a single team focusing on practice improvement and development and will be based within the Localities service area. This team will comprise learning & development and the case auditing and practice quality programme. The Safeguarding Team Manager will be renamed Practice Quality Manager. The Practice Quality Manager will line manage the Workforce Lead and the Learning and Development Consultant.
- The MCA and DoLS team will transfer to the Head of Hospitals and Health Partnerships service area. This move creates stronger alignment for staff working on complex transfers of care and continuing health care and recognises the often strong health element of DoLS work. However, this does not change the referral criteria for the team.
- The line management of the Team Manager (MCA and DoLS) will change, to report to the Head of Hospitals and Health Partnerships.
- The Safeguarding service area has business support staff within the current teams. The proposal is that all business support staff are transferred to the Business Support Team based in the Performance service area and that business support is in general consolidated into this team. This will allow economies of scale and increased resilience in specialist business support processes such as DoLS and safeguarding minute taking. This results in the current DoLS Co-ordinator post being deleted, with the current post holder placed at risk.
- The Principal Social Worker role has been focused on the Mosaic reimplementation. It is proposed that this continues and that the role is re-designated as Lead Professional-Quality of Practice and Systems and remains part of the Practice Quality Team, focused on Mosaic and quality of practice. The role of Principal Social Worker has proven very successful in terms of providing operational support to the teams and the intention is that this good work continue with the existing worker carrying the operational responsibility for these duties. However, as there is a need for a Principal Social Worker operating at a senior level in line with national guidance, it is proposed that the Head of Localities is designated as the Principal Social Worker (PSW) and carries out the duties associated with the PSW role, supported by the Practice Quality team. This will necessitate some job description changes to both roles but no grading change.

- The Safeguarding Adults Board (SAB) Business Manager has been temporarily line-managed by the Head of Safeguarding. It is proposed that the line management of this post will transfer to the Head of Transformation.
- The Head of Assessment and Prevention will be designated as professional lead for safeguarding. This will not entail any additional line management responsibilities but recognises the value of a designated lead for senior expert advice to staff. In addition, the majority of safeguarding concerns and many enquiries are dealt with by the assessment and prevention service area. Finally, the Head of Assessment and Prevention is also the designated lead for the development of the Adult MASH.

### **3.5 Performance and Improvement**

It is proposed that:

- As set out earlier in this document, there are business support roles spread across different service areas. In line with the design principle of alignment, it is proposed that as far as possible, business support is consolidated into the main business support team based in the Performance Service area. This will include the specialist DoLS and safeguarding business support roles.
- In the current commissioning and delivery model, adult social care has two small teams of staff working on transformation and change. With the dissolution of the commissioning and delivery model, there is a need to amalgamate the two teams into one. This will create efficiencies and a single focus on delivery of the transformation required to deliver the Council's corporate plan, performance and MTFS requirements. This single team will be located in the Transformation service area. Posts in the existing Improvement and Policy team will move to this service area and be formed into a single team reporting to the Head of Transformation.
- Two vacant posts will be deleted: Business Support Officer and Business Support Assistant.
- The Improvement and Policy Manager post will be deleted, the current post holder is seconded into the Transformation team and the post holder will be assimilated into a new role.
- The job title of the head of service will be amended to Head of Performance and Business Intelligence.

### 3.6 Localities

It is proposed that:

- The Head of Service has been on a fixed term basis pending the development of the senior management proposals. In light of these proposals, the current post holder will be confirmed in role on a permanent basis.
- As set out above, the Head of Service will be designated as the Principal Social Worker.
- As set out above, the Practice Quality Team will transfer to the Localities Service Area.
- As set out above, staff within the reviews team move across to Localities service area.
- One vacant AEO post will move to the Assessment & Prevention service to permanently resource the dementia team.
- A vacant Social Work post will be re-designated as a Lead Practitioner role.

### **3.7 Joint Commissioning**

It is proposed that:

- The senior management consultation proposes that public health commissioning moves from Joint Commissioning to the Director of Public Health's line management.
- In line with the senior management proposals, which make job titles consistent with grades, jointly employed lead commissioners are redesignated as Heads of Service.
- Two Health and Care Commissioner posts are deleted
- The Health and Wellbeing Commissioning Lead is deleted.
- The Business Intelligence (BI) officer role is deleted. The current BI post holder will be assimilated into a Commissioning Officer role.

### **3.8 Hospitals and Health Partnerships**

It is proposed that:

- As set out above, the MCA/DoLS social work team will transfer to this service area.
- A vacant AEO post is deleted

### **3.9 Transformation**

It is proposed that:

- The senior management consultation proposes a line management change for the Head of Service from the Strategic Director to the Assistant Director, Community and Performance.
- Staff from the Improvement and Policy team will transfer to this area and be formed into a single transformation team with existing fixed term Transformation staff.
- Following a review and evaluation of the role profile, the seconded Adults and Health Programme Lead (Mat cover) will be assimilated on the basis of job match.
- The Safeguarding Adults Board Manager post will move into this team and report into the Head of Transformation.
- The Apprentice roles in Customer Care and Business Improvement will transfer to the Transformation Team.

### **3.10 Assessment and Prevention**

- As set out above, it is proposed that the Head of Assessment and Prevention is designated as professional lead for safeguarding. This will involve minor changes to this role's job description but no grading change.
- Deletion of the Prevention and Wellbeing Development Lead, the current post holder is seconded and the secondment to be made permanent.
- Deletion of the vacant Prevention and Wellbeing Officer post.
- These proposals will make permanent the specialist dementia team capacity.
- The Occupational Therapy teams will move permanently to Assessment and Prevention following the interim move in December 2017. Budget will be allocated to permanently create an AEO post for the dementia team. In addition, the current AEO post on secondment to the dementia team will move from the Localities service to provide the second permanent resource.

### **3.11 Areas of no or limited change**

- The senior management consultation proposes that the heads of service for Assessment & Prevention, Localities, Hospitals and Health, Mental Health and Learning Disability report directly to the Director of Adult Social Care.
- No other changes are proposed to the Mental Health and Learning Disability service areas.

## **4 REORGANISATION TIMETABLE AND APPROACH**

This section sets out how we will engage and consult with employees and their representatives; support staff through the changes proposed; how staff can make comments and suggestions; and how management will respond to concerns.

### **4.1 Timetable**

The timetable is split into 2 phases. Any notice of redundancy will not be issued until the consultation period has closed and the proposals have been agreed by General Purposes Committee.

#### **4.1.1 Phase one: consultation and engagement (5th December 2018 – 3 January 2019)**

- Collective Consultation (including Trade Unions)
- Individual Consultation (Individual Employees)

#### **4.1.2 Phase two: implementation (subject to approval by Committee, from January 2019 onwards)**

- Statutory Notices of Redundancies (if applicable)
- Assimilation/post preference exercise (if applicable)

- Implementation of new structure (from April 2019)

## 4.2 Consultation timetable

Date	Activity
<b>Initiation of Restructure</b>	
22 November 2018	Meeting with Trade Unions to give initial outline of restructure
3 December 2018	Email/Communication to staff informing of the formal launch of the restructure and inviting staff to the launch of consultation meeting.
<b>5 December 2018</b>	Meeting to launch consultation
<b>Phase 1 Consultation</b>	
5 December 2018 to 3 January 2019	Consultation and engagement activities including drop -in sessions and 1:1 meetings
3 January 2019	Consultation closes
17 January 2019	General Purposes Committee to seek approval of new structure and authority to implement
<b>Phase 2 Implementation</b>	
18 January 2019 to April 2019	Assimilation / Post Preference Exercise
April 2019 onwards	New structure in place.

## 5 CONSULTATION

### 5.1 Consultation method

The consultation will take place by means of:

- Pre-consultation meetings with at risk staff and trade unions.
- Launch of consultation: this document will be shared with all those affected. An open event to present proposals.
- Trade Union engagement: The Executive Director to offer meetings with trade union representatives
- Collective consultation: in addition to the launch of consultation meeting, we will set up other group and team meetings with those affected or potentially affected by proposals. Please indicate if your team would like a specific consultation meeting.
- Drop-in sessions, open to all staff, listed above
- Individual consultation: managers to meet with individuals directly affected.

### 5.2 Responding to consultation

Comments and ideas to improve the proposals and alternative proposals are welcomed. There are a number of ways to put these forward or to ask questions.

<b>Email</b>	Comments and suggestions can be emailed to <a href="mailto:anita.thawani@barnet.gov.uk">anita.thawani@barnet.gov.uk</a> ,
<b>Drop-in sessions</b>	There will be open drop-in sessions on a regular basis throughout the consultation period where staff can discuss the proposals with senior managers.
<b>One-to-one meetings</b>	Staff can discuss their thoughts on the proposals with their line manager, or a meeting with Senior Management can be arranged.

## 6 FEEDING BACK

Following the closure of consultation there will be a written consultation report and a briefing to staff.

## 7 AREAS FOR CONSULTATION

The key areas for consultation are:

- Structural proposals: what are the views of those being consulted about the proposed structures, alignment of responsibilities, functions and approach to meeting the financial savings?
- Redundancies: how else can the council mitigate any potential redundancies resulting from this proposal?

## 8 ADDITIONAL SUPPORT

We recognise that it is imperative that employees are given support during this time. This can be provided through:

- **The Council's Employee Assistance Programme:** Access to free 24-hour telephone counselling and information services at any time of the day or night:  
Tel: 0800 716 017; Textphone: 0845 600 5499; Online: [www.employeecare.com](http://www.employeecare.com).
- **HR advice:** Where required the Employee relations team can provide some on site advice, via Stephen Cranfield ([Stephen.cranfield@barnet.gov.uk](mailto:Stephen.cranfield@barnet.gov.uk)).
- **Line management:** please discuss directly with your line manager or, if they are not available, their own line manager.

## 9 SELECTION FOR ROLES

The Council has an objective to minimise the potential for redundancies. This is through identifying employees who are potentially 'at risk' of redundancy early and providing access to the Council's realignment register.

### 9.1 Managing Organisational Change

This consultation will be conducted in accordance with Barnet's Managing Organisational Change Policy.

### 9.2 Ring-fencing and assimilation

- The post being assimilated to is identical and is available in the same work area and it is a grade match, or
- The post is a 55% match and it is available in the same work area and it is a grade match.

Where there are more people than posts available within the new structure, a ring-fenced redundancy selection process will need to take place, using redundancy selection criteria which will be consulted upon as part of the consultation process. The proposed redundancy selection criteria are published at Appendix C.

## 10 SELECTION FOR REDUNDANCY

### **Realignment and redundancy**

All employees potentially at risk of redundancy will have access to the Council's realignment opportunities.

For employees who may accept a lower-graded role in the new structure, the Council will apply pay protection in line with the Pay Protection Policy.

### **APPENDICES**

A – PROPOSED STRUCTURE

B – EMPLOYEE EQUALITIES IMPACT ASSESSMENT

C – REDUNDANCY SELECTION CRITERIA

D – ASSIMILATION / ROLE PREFERENCE EXERCISE

Draft role profiles for those roles significantly impacted by these proposals are being finalised and will be available on request next week

# **Restructure of Adult Social Care Services in Barnet**

**Consultation Closure Report and Final Proposals**

**9 January 2019**

## Table of Contents

1	Introduction.....	3
2	Background .....	3
3	Consultation .....	4
4	Outcome of consultation and response .....	5
5	Final proposals by team .....	10
5.1	Communication and Customer Care.....	10
5.2	Customer and Financial Affairs .....	10
5.3	Care Quality .....	11
5.4	Safeguarding .....	12
5.5	Performance and Improvement.....	13
5.6	Localities .....	14
5.7	Joint Commissioning.....	14
5.8	Hospital and Health Partnerships.....	15
5.9	Transformation .....	15
5.10	Assessment and Prevention.....	15
5.11	Areas of no or limited change.....	16
5.12	Summary of post proposed for deletion.....	16
6	Selection for roles.....	16
7	Redeployment and redundancy.....	16
8	Additional support available.....	17
	Appendix A: Frequently Asked Questions .....	18

## 1 Introduction

This document seeks to confirm the final proposals to the restructure of Adult Social Care, also referred to as “the Service”, following a period of formal consultation with staff and the trade unions from 5 December 2018 to 8 January 2019.

## 2 Background

The council’s MTFS for 19/20 – 23/24 requires a budget reduction of £69.9m, with a target of £27.1m to be delivered in 19/20.

To address the budget gap between 2019 and 2024, the Adults and Safeguarding Committee were asked to set out savings proposals to contribute to the council’s overall savings requirement. Committee approved proposals delivering c. £14M of savings and supported the continued development of further pipeline savings totalling circa £5.5m, as part of the council’s budget setting process.

The agreed proposals include workforce savings of £682k and £113k in 19/20 and 20/21, respectively.

To deliver these savings it was necessary to review and restructure both the senior management arrangements and the roles, teams and functions that sit below the Head of Service (HoS) level.

The senior management restructure closed on 18 December 2018; it proposed a reduction in senior management to take effect in April 2019. The principles of the senior management proposals (in addition to dissolving the commissioning and delivery split, and financial efficiencies) were about reducing management layers, ensuring clarity of accountability, and appropriate spans of control. The proposed changes in the senior management restructure required the realignment of teams and functions in adult social care.

The consultation document set out proposals for the Adults and Communities Delivery Unit and the Adults Joint Commissioning Service to deliver both a new structure that aligns to the senior management restructure proposals and delivers efficiency savings of £682k in 2019/20. Further savings of £113k are required for 20/21, work will be undertaken over the next year to identify these.

Achieving savings at this scale will always be difficult and lead to very challenging decisions. The proposals aimed to achieve these savings and minimise adverse impact for both staff and residents. The following principles governed the development of the proposals:

- Maintaining front line staffing

- Delivering an effective integrated structure through alignment between related functions
- Minimising redundancy
- Delivering services as efficiently as possible

A consultation paper was issued on 5 December 2018 which set out the rationale behind proposals to restructure the Service.

### 3 Consultation

The consultation was launched for a 30 day period on 5 December 2018 running to 3 January 2019. The Trade Unions were initially informed of consultation at a meeting on 22 November 2018. A formal consultation meeting was held with the Trade Unions on 17 December 2018 and a close of consultation meeting was held with them on 8 January 2019. Following a number of requests from staff and Unison an extension of 5 calendar days was agreed resulting in a new consultation end date of 8 January 2019.

1 to 1 meetings were held with directly affected employees prior to launch and during the formal consultation period.

Staff were encouraged to comment and put forward ideas to improve the proposals or alternative proposals via 1:1 meetings, email and drop in sessions as follows:

<b>Email</b>	<p>Comments and suggestions could be emailed</p> <p>20 individuals and 4 teams responded in this way. Where appropriate, key messages from feedback has been included in section 4 - outcome of consultation and response</p>
<b>Drop-in sessions</b>	<p>There were open drop-in sessions throughout the consultation period where staff were invited to discuss the proposals with senior management.</p> <p>The dates were Monday 10<sup>th</sup> December 11-12 at Barnet House; Monday 17<sup>th</sup> December 11-12 at Barnet House; 17<sup>th</sup> December 3.30-4.30 at NLBP; Wednesday 19<sup>th</sup> December 10-11 at NLBP; and Wednesday 19<sup>th</sup> December 11.30-12.30 at Barnet House.</p> <p>Staff could attend as an individual or as a group and either drop in or email project support to book a specific time slot within these sessions.</p>

	<p>The dates of all the drop-in sessions were circulated to staff with the consultation document and reminder outlook invitations were sent in advance of the meetings to encourage attendance.</p> <p>The number of attendees for each session and a summary of topics can be found in section 4 - outcome of consultation and response</p>
<b>One-to-one meetings</b>	<p>Individuals at risk of redundancy have had the opportunity to meet with a senior manager, HR and their own representation where requested.</p> <p>Staff were encouraged to share their thoughts on the proposals with their line manager or a member of the Senior Management Team.</p>
<b>Consultation FAQs / Log on intranet</b>	<p>Throughout the consultation all common questions and concerns were logged with weekly updates and responses where appropriate were circulated via email.</p> <p>Personal questions and queries were responded to directly wherever possible.</p> <p>The FAQ Log is presented at Appendix A.</p>

The consultation period closed on 8 January 2019.

A staff briefing to close consultation was arranged for 10 January 2019 to present the findings of the consultation and update staff on the final proposals being presented to Constitutional and General Purposes Committee.

#### **4 Outcome of consultation and response**

A number of consultation responses were received as outlined in the table above. Both individual and team responses have been summarised and responded to in the first table below with a second table summarising the drop-in sessions. Where individuals sought clarity on specific, personal issues they have been responded to directly.

A number of ideas and proposals were submitted on opportunities to improve processes, effectiveness of interactions, the sharing good practice and knowledge. While these suggestions did not directly impact the consultation proposals we are keen to ensure these are fed through as part of the implementation of the new structure.

<b>Individual and Team Feedback and Responses</b>		
<b>Feedback</b>	<b>Response</b>	<b>Topic</b>
<p>Feedback was received supporting the need for a dedicated reviews team and for the reviews team to stay within Care Quality. There were also specific requests to keep residential reviewing within the Care Quality team.</p>	<p>Reviews will continue to be prioritised in the new structure through management ensuring that sufficient priority and attention is given to them by management and teams in the localities service area.</p> <p>As a result of feedback received through the consultation it is now proposed that the Reviews Team will move to the localities service area in its current form for an initial period of 1 year. This will enable the team to continue its project focus on direct payments and enable more time for the integration of the reviewing work into localities teams to be completed, thereby ensuring that relevant prioritisation systems are implemented.</p> <p>No changes are proposed to the location of the AEOs currently within the Care Quality Team (Care Homes and Supported Living).</p>	<p>Function</p>
<p>Feedback was received regarding the proposals for Direct Payments (DP). It was suggested that DP would sit better with operational teams. It was also highlighted that only 45% of Direct Payments are monitored with available capacity and that more could be achieved with the right capacity.</p>	<p>DP monitoring roles will remain as they are in the structure. In order to improve reviews of DPs, it is proposed that the review team will continue the project focused on DP reviews. There will need to be close working between the DP advisors, DP monitoring officers and members of the review team.</p>	<p>Alignment of responsibilities</p>

<p>Feedback was received regarding the customer finance proposals. Concerns were raised on capacity for senior support. There was a suggestion that residential financial assessments would sit more naturally with the rest of the financial assessments team and that actuals should sit with invoicing noting that this would need resource to complete and ensure invoices are paid and clients are billed promptly. It was suggested that all purchasing come together into the team. It was suggested that there could be greater alignment between parts of customer finance and the business intelligence team.</p> <p>There was a suggestion that moving AEO's to the Community Team to carry out reviews would be a real asset to the team and enhance customer service.</p>	<p>Discussion regarding capacity will take place as part of implementation planning for the new structure. Sufficient senior management capacity will be available to support the team.</p> <p>Other than a change in line management for the team managers, no other structural changes are proposed to the customer financial affairs team at the current time but the feedback proposals will be worked through with the team.</p> <p>The intention is that by bringing the customer financial affairs teams into the same service area as the brokerage team, we can create more streamlined processes. The Mosaic project work with Bettergov will be used to develop improvements to our invoicing, billing and purchasing processes.</p>	<p>Alignment of responsibilities</p>
<p>Feedback was received regarding the business support proposals. Concern was raised about workload and how the proposed functions would be incorporated into the team. It was also suggested that the Workforce Development Support Officer role stay in workforce team.</p>	<p>The business support team have already taken on a number of new and complex areas of work (such as risk management) and these are being well managed.</p> <p>Discussion regarding workload will take place as part of implementation planning for the new structure. Sufficient senior management capacity will be available to support the team and ensure workloads are manageable.</p> <p>The workforce development support role will remain within the workforce team.</p>	<p>Alignment of responsibilities</p>

<p>Positive feedback was received regarding the proposals to move the Business Improvement team to Transformation.</p> <p>The team would like to ensure that there are opportunities for horizon scanning, future scoping and creativity – being part of scoping ideas for new services and changes</p> <p>The team has experienced a lot of change in past year – changes in managers and losing staff – so want to emphasise the importance of continuity and a smooth transition (and will be proactive in supporting the transition)</p> <p>Proposed that Engagement Lead sits within the Transformation Service, reporting to Head of Transformation.</p>	<p>Discussion regarding team planning will take place as part of the implementation for the new structure and this will help ensure a smooth transition.</p> <p>The Engagement Lead will need to work closely across transformation, commissioning and operations to effectively deliver the ambition for engagement and co-production in adult social care. Though the proposal is still for the role to formally report into the commissioning team this will not change the requirement to work with all teams.</p>	<p>Alignment of responsibilities</p>
<p>Feedback received over the deletion of Prevention and Wellbeing Lead Role and Prevention and Wellbeing Development Officer role.</p>	<p>The consultation proposals are driven by the need to make financial efficiencies, align functions and ensure that the adult social care structure is updated in line with the council senior management changes. It is necessary to make financial savings in the adult social care staffing budget and vacant posts have been proposed for deletion in order to minimise redundancies. This is the reason for deleting the vacant posts in the Prevention and &amp;Wellbeing team.</p>	<p>Alignment of responsibilities</p>
<p>It is not clear what is meant by ‘the Head of Assessment and Prevention will be designated as professional lead for safeguarding’. What does this mean for other managers?</p>	<p>The professional lead for safeguarding designation is recognition that this role has accountability for the whole safeguarding pathway and standards for adult social care in Barnet. As the senior management lead for the MASH this role oversees the application of safeguarding thresholds and allocation of work to the wider service, along with leading on links to partners in Barnet and across London. This designation is not about providing case advice,</p>	

	above which is currently provided – this should come from managers within each service. This does not reduce responsibility for each manager for safeguarding practice in their area.	
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<b>Drop In Sessions Summary</b>	
<b>Date</b>	<b>Feedback</b>
10 December 2018	<ul style="list-style-type: none"> <li>• 3 attendees</li> <li>• Addressed individual questions about consultation proposals.</li> <li>• Support for changes to PSW role</li> </ul>
17 December 2018 (AM)	<ul style="list-style-type: none"> <li>• 6 attendees</li> <li>• Requested to see the EQIA (circulated on 27.12.18)</li> <li>• Discussed the impact on the workforce of post deletions</li> <li>• Discussed the current vacancy levels and the need to ensure appropriate support, supervision and caseload management systems including the balance of complex versus other cases</li> <li>• Discussed the need to map out systems impact and Mosaic requirements</li> <li>• There was a suggestion that the Engagement post should move to Transformation team</li> <li>• Discussed the need for replacements for ASC posts in the SAB sub-group structures</li> <li>• Discussed the need to review role of minute takers in safeguarding</li> </ul>
17 December 2018 (PM)	<ul style="list-style-type: none"> <li>• 1 attendee</li> <li>• Discussed the potential split of responsibilities between Review team staff and Localities staff, conducting reviews, assessments, support plans and placements</li> </ul>
19 December 2018 (Barnet House)	<ul style="list-style-type: none"> <li>• 17 attendees</li> <li>• Discussed the impact of safeguarding changes including the need for information sharing on provider concerns</li> <li>• Discussed the proposals regarding the review team</li> <li>• Discussed the roles and structure in the proposed practice quality team and the need for clarity.</li> </ul>
19 December 2018 (NLBP)	<ul style="list-style-type: none"> <li>• No attendees</li> </ul>

## 5 Final proposals by team

### 5.1 Communication and Customer Care

The consultation document proposed that:

- The Head of Service post has been vacant since September 2017 and the Communications Lead since September 2018, these posts will be deleted. A significant proportion of these activities have already been absorbed by managers and relevant business support staff.
- The Engagement Lead post will transfer to the Joint Commissioning Team. Engagement will continue to be a function that applies to all elements of adult social care. The function will continue to support operational engagement and strengthen the voice of residents and people with lived experience in the development of commissioning strategies, procurement and service development.
- The apprentice role will transfer to the Transformation Team to continue providing communication and engagement support, however, senior managers will play an important role in communications related to their area.

**Final proposal: Implement all proposals**

### 5.2 Customer and Financial Affairs

The consultation document proposed that:

- As a result of the proposed deletion of the Head of Service in the senior management restructure, the function will be transferred to the Care Quality service area. The two teams will transfer in their entirety.
- The team manager (Community and Financial Affairs) and the team manager (Residential Financial Affairs) will report directly to the Head of Care Quality.
- The financial affairs teams and the brokerage team need to work closely together on a range of processes including client billing and provider invoicing. Bringing the teams together in the same service area will enable closer working between the teams and improvements to processes.

**Final proposal:** Implement all proposals. Other proposals to improve the effectiveness of the team will be further explored with the team by the Head of Care Quality.

### 5.3 Care Quality

The consultation document proposed that:

- The Head of Service has been on a fixed term basis pending the development of the senior management proposals. In light of these proposals, the current post holder will be confirmed in the role on a permanent basis.
- The customer financial affairs teams are moved to this service area, as set out above.
- In the current structure, the review team is aligned with the provider quality function. However, this does not optimise alignment with the rest of social work and OT teams working with older and disabled people. It is recognised that reviews, along with strength-based conversations, assessments and support planning, are key to the work we do with those who use our services; and that we require sufficient operational capacity for all these elements of the Service user journey. In keeping with the design principle of alignment between related functions, the proposal is that the Review Team is dissolved, with staff in this team moving across to the Localities service area where they will form part of existing Locality teams. This results in the current team manager posts being deleted, with current post holders placed at risk.
- It is proposed that the Lead Practitioner in the review team would move into the newly created vacant Lead Practitioner post in the Localities and be moved onto a permanent contract.

#### **Final proposal:**

Implement all proposals apart from the Reviews Team. In response to suggestions made in consultation period the reviews team proposals have been amended as follows:

The review team will transfer to the localities service area in its current structure for an initial period of 1 year, and will continue its focus on post-enablement and direct payments reviews. This will enable the DP review project to be completed and allow for a longer period of time for plans to be made to integrate the review function into localities. No changes are proposed to the location of the AEOs currently within the Care Quality Team (Care Homes and Supported Living).

## 5.4 Safeguarding

The consultation document proposed that:

- The Quality and Practice team and the Safeguarding Team manager will be restructured into a single team focusing on practice improvement and development and will be based within the Localities service area. This team will comprise learning & development and the case auditing and practice quality programme. The Safeguarding Team Manager will be renamed Practice Quality Manager. The Practice Quality Manager will line manage the Workforce Lead and the Learning and Development Consultant.
- The MCA and DoLS team will transfer to the Head of Hospitals and Health Partnerships service area. This move creates stronger alignment for staff working on complex transfers of care and continuing health care and recognises the oftenstrong health element of DoLS work. However, this does not change the referral criteria for the team.
- The line management of the Team Manager (MCA and DoLS) will change to report to the Head of Hospitals and Health Partnerships.
- The Safeguarding service area has business support staff within the current teams. The proposal is that all business support staff are transferred to the Business Support Team based in the Performance service area and that business support is in general consolidated into this team. This will allow economies of scale and increased resilience in specialist business support processes such as DoLS and safeguarding minute taking. This results in the current DoLS Co-ordinator post being deleted, with the current post holder placed at risk.
- The Principal Social Worker (PSW) role has been focused on the Mosaic reimplementation. It is proposed that this continues and that the role is re-designated as Lead Professional-Quality of Practice and Systems and remains part of the Practice Quality Team, focused on both Mosaic improvements and quality of practice. The role of PSW has proven very successful in terms of providing operational support to the teams and the intention is that this good work continue with the existing worker carrying the operational responsibility for these duties. However, as there is a need for a PSW operating at a senior level in line with national guidance, it is proposed that the Head of Localities is designated as the PSW and carries out the duties associated with the PSW role, supported by the Practice Quality team. This will necessitate some job description changes to both roles but no grading change.
- The Safeguarding Adults Board (SAB) Business Manager has been temporarily line-managed by the Head of Safeguarding. It is proposed that the line management of this this post will transfer to the Head of Transformation.

- The Head of Assessment and Prevention will be designated as professional lead for safeguarding. This will not entail any additional line management responsibilities but recognises the value of a designated lead for senior expert advice to staff. In addition, the majority of safeguarding concerns and many enquiries are dealt with by the assessment and prevention service area. Finally, the Head of Assessment and Prevention is also the designated lead for the development of the Adult MASH.

**Final proposal:** All proposals will be implemented. Over the next few weeks plans will be developed to manage the transfer of these areas.

## 5.5 Performance and Improvement

The consultation document proposed that:

- In line with the design principle of alignment, it is proposed that as far as possible, business support is consolidated into the main business support team based in the Performance Service area. This will include the specialist DoLS and safeguarding business support roles.
- In the current commissioning and delivery model, adult social care has two small teams of staff working on transformation and change. With the dissolution of the commissioning and delivery model, there is a need to amalgamate the two teams into one. This will create efficiencies and a single focus on delivery of the transformation required to deliver the Council's corporate plan, performance and MTFs requirements. This single team will be located in the Transformation service area. Posts in the existing Improvement and Policy team will move to this service area and be formed into a single team reporting to the Head of Transformation.
- Two vacant posts will be deleted: Business Support Officer and Business Support Assistant.
- The Improvement and Policy Manager post will be deleted, the current post holder is seconded into the Transformation team and the post holder will be assimilated into a new role.
- The job title of the head of service will be amended to Head of Performance and Business Intelligence.

### **Final proposal:**

Implement all proposals

The job title of the head of service will be amended to Head of Performance and Systems.

## 5.6 Localities

The consultation document proposed that:

- The Head of Service has been on a fixed term basis pending the development of the senior management proposals. In light of these proposals, the current post holder will be confirmed in role on a permanent basis.
- As set out above, the Head of Service will be designated as the Principal Social Worker.
- As set out above, the Practice Quality Team will transfer to the Localities Service Area.
- As set out above, staff within the reviews team move across to Localities service area.
- One vacant AEO post will move to the Assessment & Prevention service to permanently resource the dementia team.
- A vacant Social Work post will be re-designated as a Lead Practitioner role.

**Final proposal:** Implement all proposals.

## 5.7 Joint Commissioning

The consultation document proposed that:

- 
- Two Health and Care Commissioner posts are deleted
- The Health and Wellbeing Commissioning Lead is deleted.
- The Business Intelligence (BI) officer role is deleted. The current BI post holder will be assimilated into a Commissioning Officer role.
- The Engagement Lead reports into the commissioning team.

**Final proposal:** Implement all proposals

## 5.8 Hospital and Health Partnerships

The consultation document proposed that:

- As set out above, the MCA/DoLS social work team will transfer to this service area.
- A vacant AEO post is deleted

**Final proposal:** Implement all proposals

## 5.9 Transformation

The consultation document proposed that:

- The senior management consultation proposes a line management change for the Head of Service from the Strategic Director to the Assistant Director, Community and Performance.
- Staff from the Improvement and Policy team will transfer to this area and be formed into a single Transformation Team with existing fixed term Transformation staff.
- Following a review and evaluation of the role profile, the seconded Adults and Health Programme Lead will be assimilated on the basis of a job match.
- The Safeguarding Adults Board Manager post will move into this team and report into the Head of Transformation.
- The Apprentice role in Customer Care will transfer to the Transformation Team.

**Final proposal:** Implement all proposals.

## 5.10 Assessment and Prevention

The consultation document proposed that:

- As set out above, it is proposed that the Head of Assessment and Prevention is designated as Professional Lead for Safeguarding. This will involve minor changes to this role's job description but no grading change.
- Deletion of the Prevention and Wellbeing Development Lead, the current post holder is seconded and the secondment to be made permanent.
- Deletion of the vacant Prevention and Wellbeing Officer post.
- These proposals will make permanent the specialist dementia team capacity.

- The Occupational Therapy teams will move permanently to Assessment and Prevention following the interim move in December 2017.
- Budget will be allocated to permanently create an AEO post for the dementia team. In addition, the current AEO post on secondment to the dementia team will move from the Localities service to provide the second permanent resource.

<b>Final proposal:</b> Implement all proposals
--

### 5.11 Areas of no or limited change

- The senior management consultation proposes that the heads of service for Assessment & Prevention, Localities, Hospitals and Health, Mental Health and Learning Disability report directly to the Director of Adult Social Care.
- No other changes are proposed to the Mental Health and Learning Disability service areas.

### 5.12 Summary of post proposed for deletion

- 15 posts in the Delivery Unit and Joint Commissioning Service are deleted. Of the posts proposed for deletion, 14 are currently vacant and 1 member of staff will be put at risk of redundancy (this does not include roles impacted in the Senior Management Restructure.)

## 6 Selection for roles

The Council has an objective to minimise the potential for redundancies. This is through identifying employees who are potentially 'at risk' of redundancy early and providing access to the Council's redeployment register.

Prior to the opening of formal consultation an assimilation exercise was carried out to identify which posts were considered a job match for roles in the new structure. The exercise followed the procedure set out in the Managing Change policy.

## 7 Redeployment and redundancy

All employees at risk of redundancy will have access to the Council's redeployment opportunities.

Employees who are not successful at securing a role in the future structure will be expected to fully participate in the Council's efforts to identify suitable alternative employment in positions that are currently covered by agency/consultants or vacant positions.

For employees who may accept a lower-graded role in the new structure, the Council will apply pay protection in line with the Pay Protection Policy.

It is proposed to issue letters confirming the outcome of the consultation and the impact on individuals by 22 January 2019.

## **8 Additional support available**

We recognise that it is imperative that employees are given support during this time. This can be provided through:

- The Council's Employee Assistance Programme: Access to free 24 hour telephone counselling and information services at any time of the day or night:
- Tel: 0800 716 017; Textphone: 0845 600 5499, Online: [www.employeecare.com](http://www.employeecare.com)
- HR advice: Where required the Employee relations team can provide some on site advice, via Stephen Cranfield ([Stephen.cranfield@barnet.gov.uk](mailto:Stephen.cranfield@barnet.gov.uk)).
- Trade Union is also available for support.
- Line management: please discuss directly with your line manager or, if they are not available, their own line manager.

## Appendix A: Frequently Asked Questions

No.	Question	Response
1	It would be helpful to have a structure chart to understand the proposed changes	<p>The structure charts will be circulated with the Consultation Document.</p> <p>Update 18.12.18 - The commissioning group as is structure chart is available on request.</p>
2	Reviews Team: Will the structure of the work change for the Reviews team as they are moving to the Localities team?	<p>The work will continue as is and reviews will continue to be done.</p> <p>At a later stage, the scope of the work may change (e.g. take on more elements of the service user journey) but this would not extend beyond individual skills set.</p>
3	Will there be any changes to the Front Door / Occupational Therapy department?	No changes proposed to this area
4	How does deleting vacant post save money?	There is a budget for the post even when the post is not filled. These proposals will delete the post and the budget.
5	DoLS/MCA: What is happening with DoLS/MCA business support? There is a concern about the volume of work in the DOLs team and that there is only one experienced person.	<p>Business support is being consolidated within the central business support team. This will provide an opportunity to make the area more resilient by being part of a larger team.</p> <p>However, please feedback details of your ideas as part of the consultation.</p>
6	DoLS/MCA: Do these changes take into account the legislative changes on the horizon.	Yes. The remit of the team will not change.

		<p>Some of the most complex cases involve health so there is an opportunity for closer joint working with health colleagues.</p> <p>Joint working arrangements will continue where they already exist and this presents another opportunity to strengthen joint working arrangements with Health.</p>
7	<p>Reviews Team: Will there be enough room for the AEOs from the Reviews team in the Localities team? How will they be assigned to posts?</p>	<p>The AEO posts will move into localities team. The detailed arrangements will be worked out as part of consultation discussion.</p>
8	<p>How will the vacant posts have an impact on existing staff members in terms of capacity?</p>	<p>Deleting vacant posts means capacity within impacted teams will be affected.</p> <p>However, the financial pressure the Council is under means we have to manage this change and find ways to manage processes and activities as efficiently and effectively as possible.</p> <p>A number of roles have been held vacant for a period of time to support in managing budgetary pressures in this financial year and we have been monitoring the impact of these.</p>
9	<p>What is the council's financial position following the government's recent statement indicating an easing of financial constraints.</p>	<p>The council's MTFS for 19/20 – 23/24 requires a budget reduction of £69.9m, with a target of £27.1m to be delivered in 19/20.</p> <p>To address the budget gap between 2019 and 2024, each Theme Committee were asked to set out proposals to contribute to the council's overall savings requirement. The Adults and Safeguarding Committee approved proposals delivering c. £14M of savings and supported the continued development of further pipeline savings totalling circa £5.5m, as part of the council's budget setting process.</p> <p>The agreed proposals include workforce savings of £682k and £113k in 19/20 and 20/21, respectively.</p>

<b>10</b>	There needs to be an improvement on all communications related to the restructure. Notice of the opening of consultation was not sufficient.	There was a technical error that prevented the invite getting out to everyone on Monday as planned. However, the timing of the communications was intentionally short as we did not want staff to worry over the weekend. Additional drop in session have been arranged if you were not able to make it to the initial meetings. These have been communicated and are in the consultation document. Reminders will be sent on the day of the scheduled session.
<b>11</b>	Can we extend the 30-day consultation period as many people will be away during the holiday period therefore no scope for dialogue?	We will continue with the 30-day period as planned but will reassess closer to the end date in January if an extension is needed.  A number of drop in sessions have been scheduled, please take advantage of these and other ways to feedback. HR surgeries will also continue a weekly basis.
<b>12</b>	Will there be interviews for the new posts? How will the posts be matched within the new departments? It feels like people are being given jobs without a process.	Where secondments are being confirmed the Individuals have already been through a competitive process to be appointed.  Similarly, where a fixed term arrangement is being made permanent competitive processes has been carried out to appoint to the role. There have been a number of fixed terms posts that could not be finalised as permanent until after the medium term financial strategy (MTFS) was agreed by Members. The MTFS has now been agreed and this consultation is confirming the posts as permanent.
<b>13</b>	When will the new structure take place?	The new structure will take effect from the beginning of April 2019.
<b>15</b>	Specialist Team: How much additional work will the new roles need to take on? There is a concern about stretching beyond worker capacity?	Everyone is doing complex work and the work of the specialist teams will not change.  There are already discussion in the locality teams about how work is becoming more complex and what are the required tools for the workforce going forward and how we continue to build on strengths based working, however, we are keen to hear how

		we manage the distribution of specialist versus generalist work.
<b>16</b>	How does the Council recuperate their bad debt?	<p>There is a process in place to recover bad debt although there is a project to look at how these processes can be improved.</p> <p>As we have reviewed our fairer contributions policy in recent years the level of contribution has increased which has increased both our income and the level of bad debt.</p>
<b>17</b>	Will there be any changes to the Safeguarding pathway as it is already quite challenging?	<p>There will be no changes to the existing pathway.</p> <p>There is work underway to create the Adults Multi Agency Safeguarding Hub (MASH) which is designed to help the Safeguarding team, improve the pathway and multidisciplinary working.</p>
<b>18</b>	How does the restructure impact the Colindale move and team principles?	The preparations for the Colindale move will not change. From January, when consultation closes, the structure will be confirmed and preparations for Colindale should not be impacted.
<b>21</b>	Are the Capita services coming back in on a similar timeline to this and the senior management restructure?	Capita contract review goes to P&R 11.12.18. Phasing of teams coming back in will start in April.
<b>22</b>	When will impacted role profiles be available	These are expected to be ready by the end of this week w/c 14.12.18
<b>23</b>	Do both the senior management restructure and this consultation report have to go to Constitution and General Purpose Committee at the same time?	Yes, to implement in time for the structure to go live in April we must seek approval from Committee to implement the structure at the meeting in January, however if there is a delay with the senior management restructure we would have to consider the suitability of taking this report depending on the cause of the delay.
Week Commencing 17.12.18		
<b>24</b>	Structure chart errors	Thank you for notifying us of errors in the structure chart. Amendments will be made and the final

		structure chart will be available at consultation close
Week Commencing 31. 12.18		
25	<p><b>Additional comment/clarification on FAQ 15:</b> The distribution of specialist versus generic work in the locality teams can be improved by all social workers being expected to take on specialist work in rotation. This should not only apply to those who are considered to have the skills to do the specialist work, sometimes referred to as allocation according to the worker's strengths. Those workers deemed to have those specialist skills have had to learn them and it is fair that all are expected to do so. This will also ensure a balanced case load for all workers and in the absence of those "specialist workers" others will be able to take over, ensuring a seamless service. Finally, as part of everyone's professional development, we can all learn new skills from each other.</p>	Thank you for your comment. This will be considered by the head of service for the area who is already working on ways to improve the waiting lists and caseload management in the teams.

**Executive Director Adults & Health**



Head of Hospitals and Health (Older People & Physical Disabilities)

Head of Assessment and Prevention

Head of Localities (Older People & Physical Disabilities)

Head of Integrated Care Learning Disabilities

Head of Mental Health

Head of Performance and Systems

Head of Integrated Care Quality

Head of Transformation

Head of Commissioning: Learning Disability & Physical & Sensory Impairment

Head of Commissioning: Older Adults & Integrated Care

Head of Commissioning: Mental Health & Dementia

Engagement Lead

Consultant in Public Health & Education

Consultant in Public Health

Consultant in Public Health

Head of Health, Safety & Wellbeing

Head of Public Health Commissioning

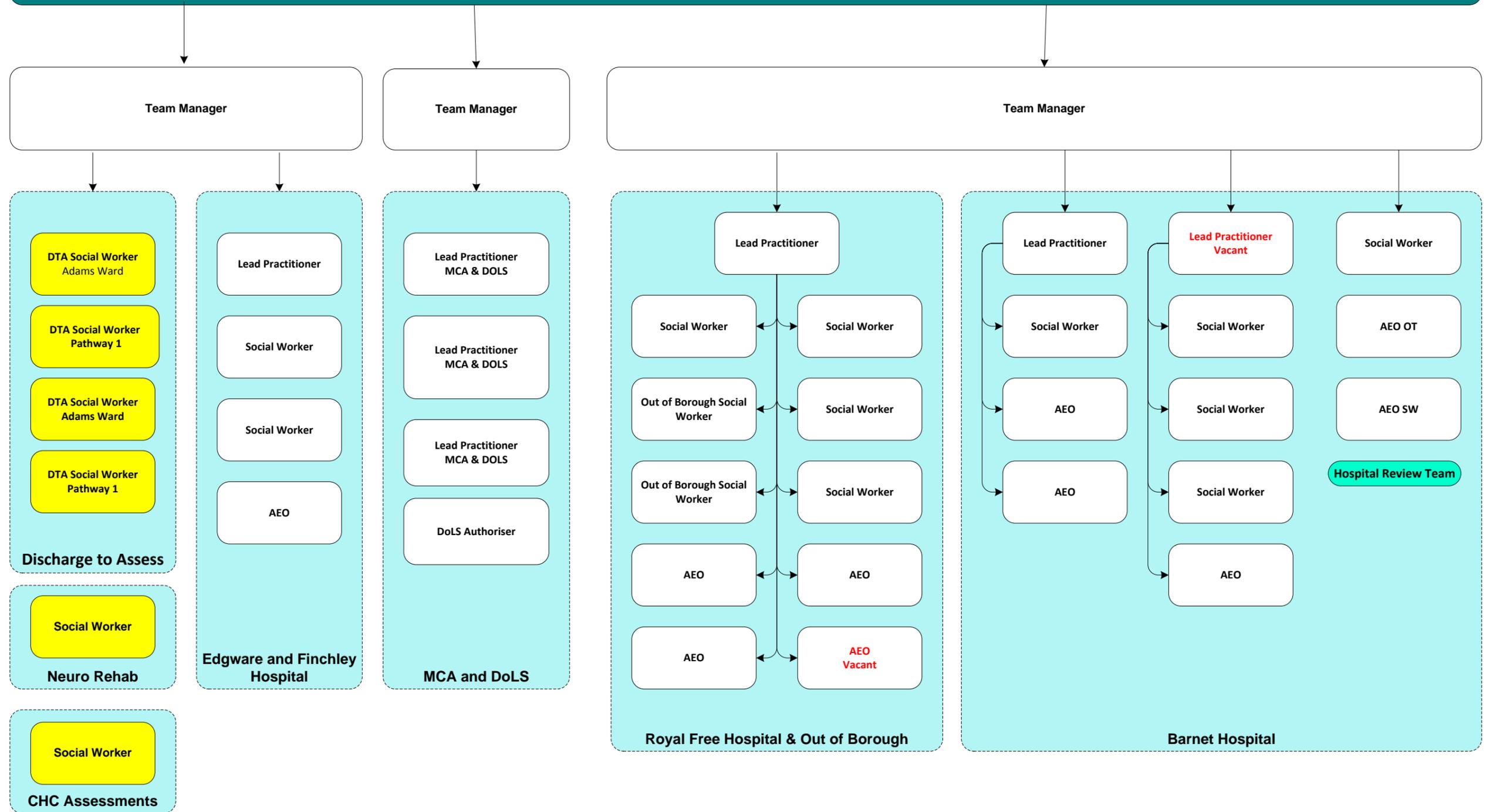
Currently under consultation

**Legend**

LBB	Jointly Funded LBB-BCCG	Barnet CCG
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**Adults and Health Structure Chart**  
Date:

Head of Hospitals and Health Partnership (Older People & Physical Disabilities)

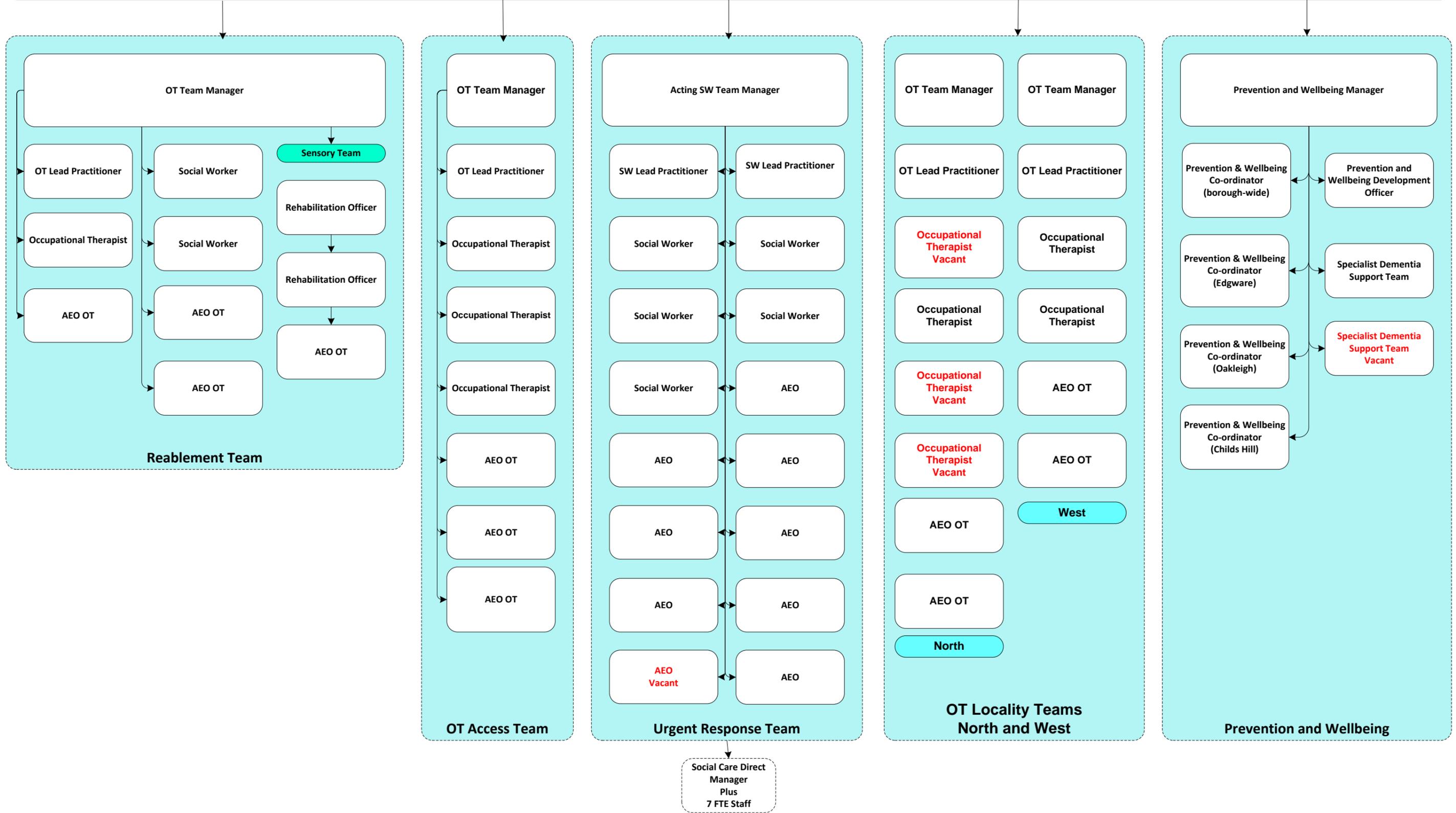


Legend

- Not in LBB establishment
- Vacant and/or covered by Agency

Adults and Health Structure Chart Date:

Head of Assessment and Prevention



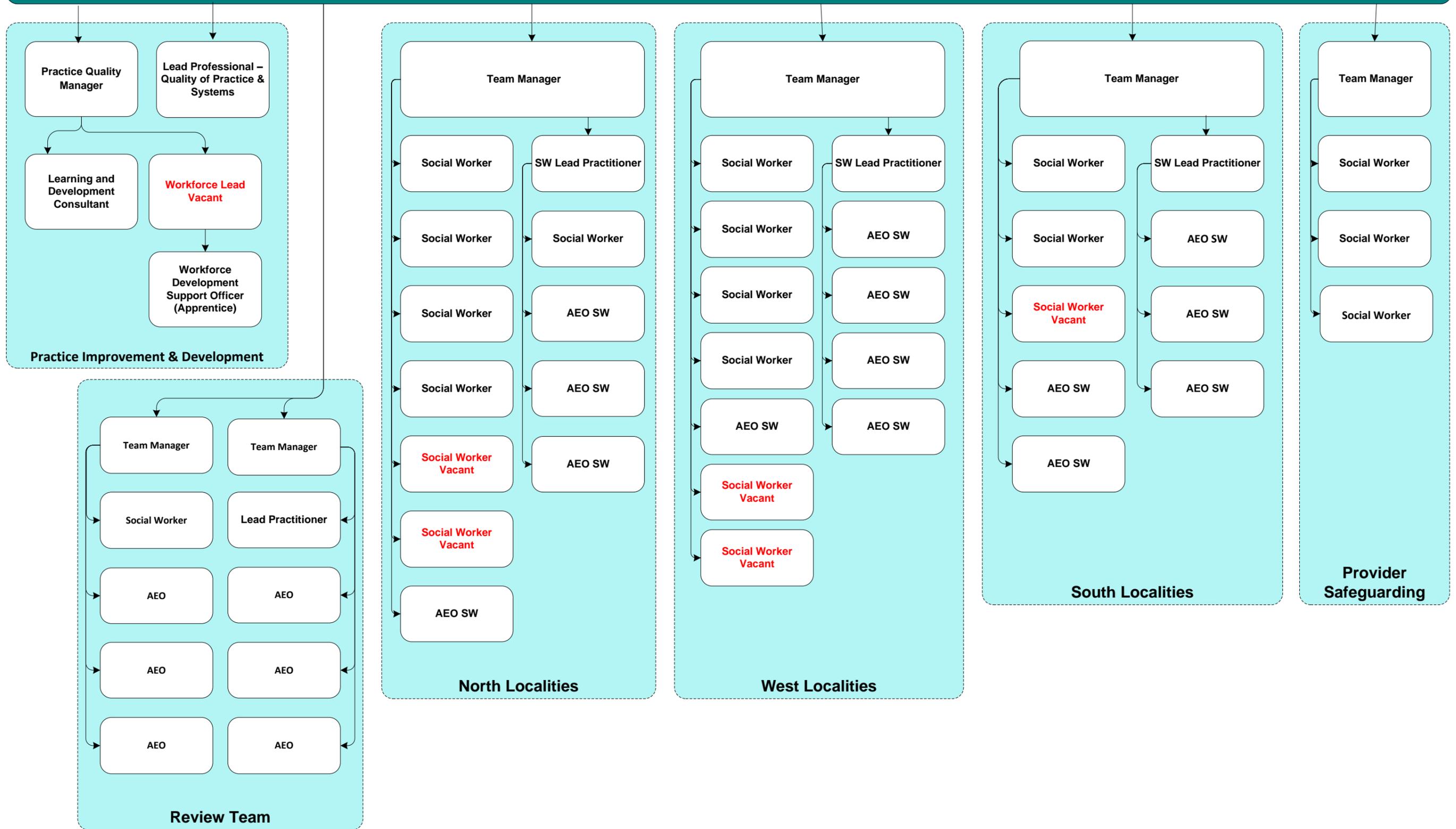
Legend

Not in LBB establishment

Vacant and/or covered by Agency

Adults and Health Structure Chart Date:

Head of Localities (Older People & Physical Disabilities) and Principal Social Worker

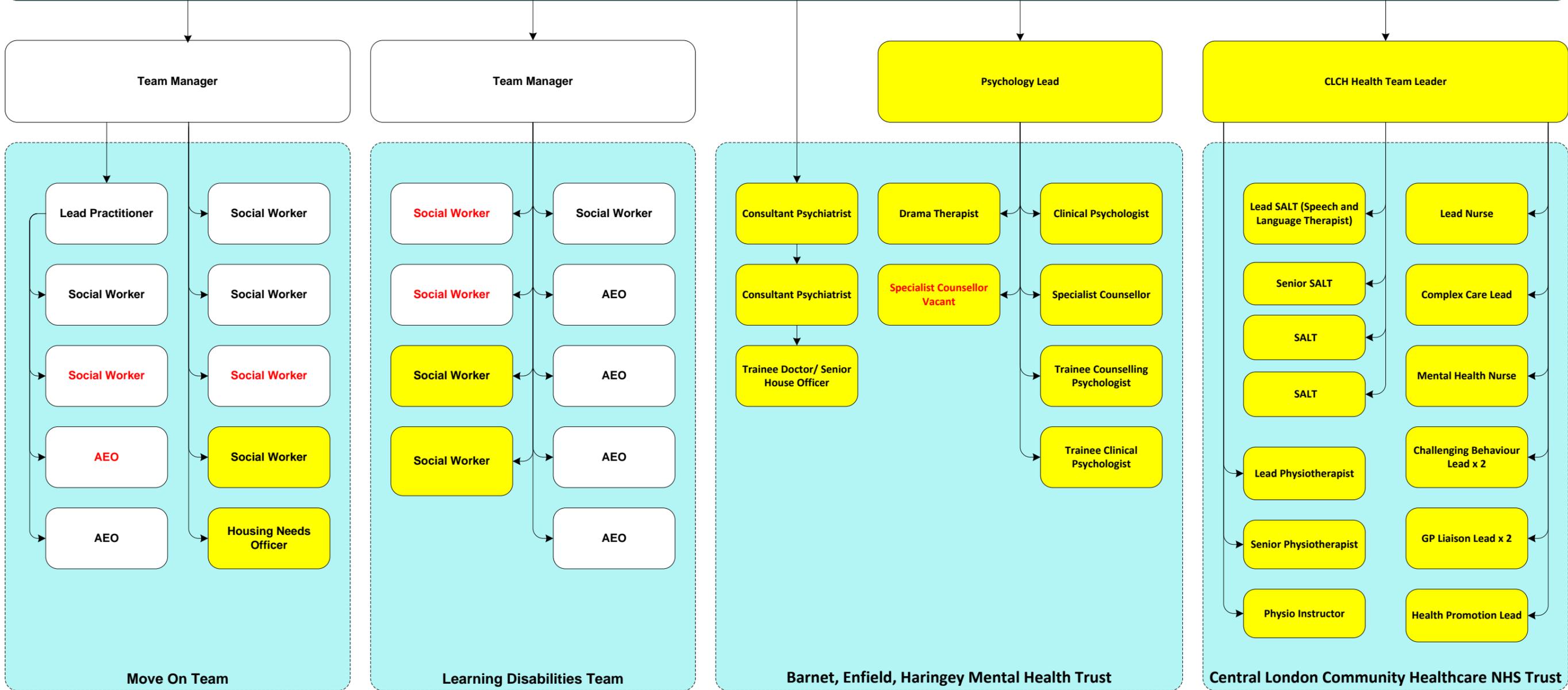


**Legend**

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- Vacant and/or covered by Agency

Adults and Health Structure Chart Date:

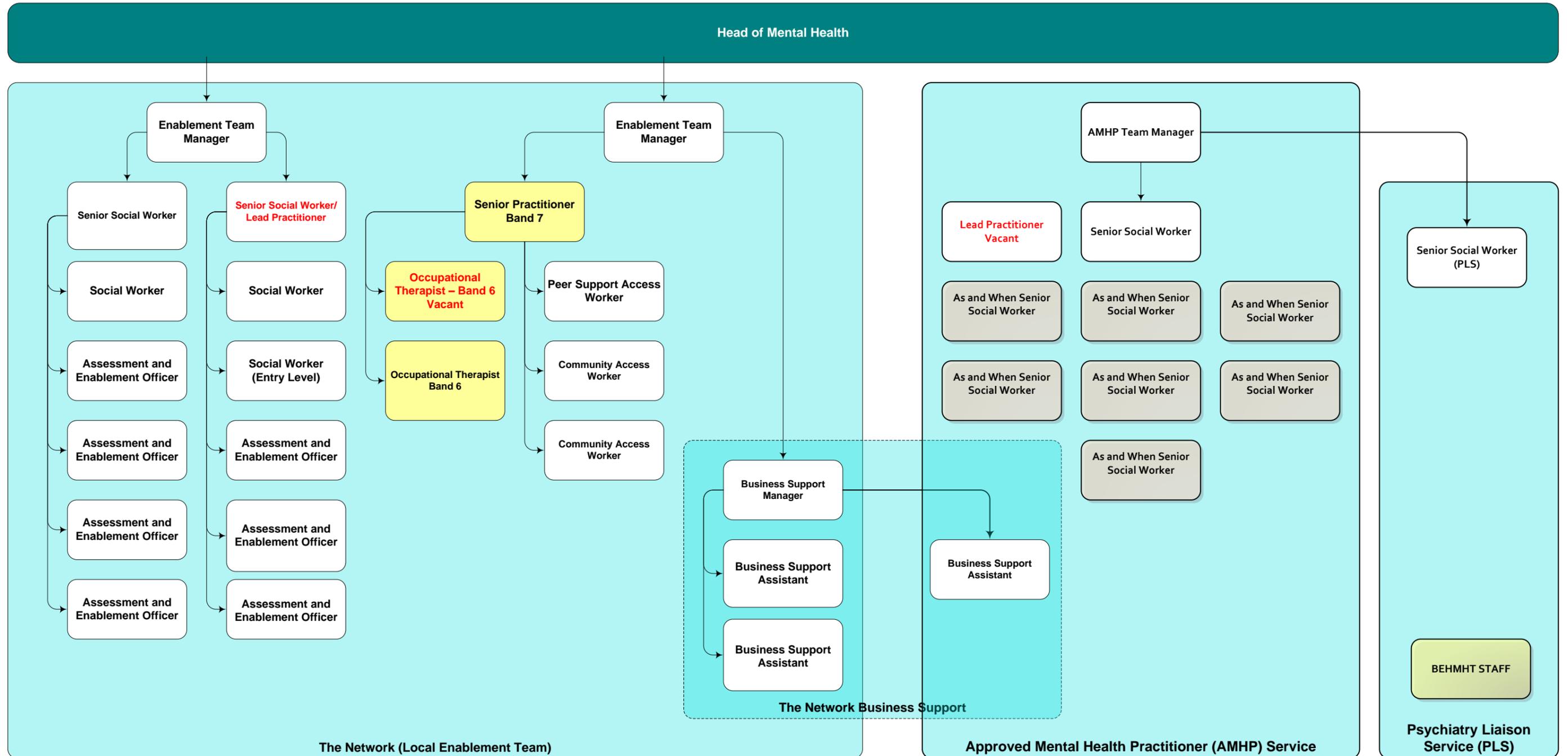
Head of Integrated Care Learning Disabilities



**Legend**

- Not in LBB establishment
- Vacant and/or covered by Agency

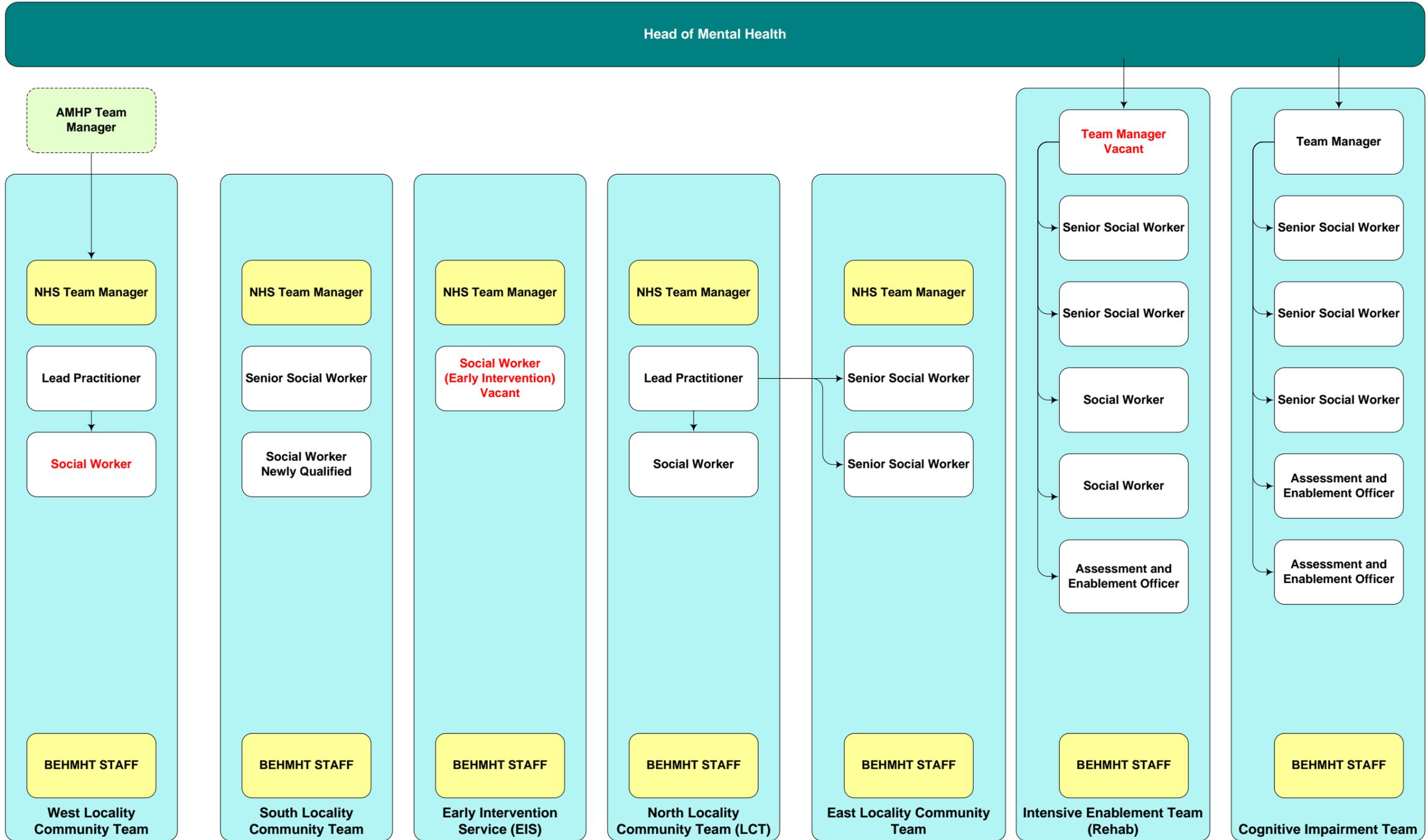
Adults and Health Structure Chart Date:



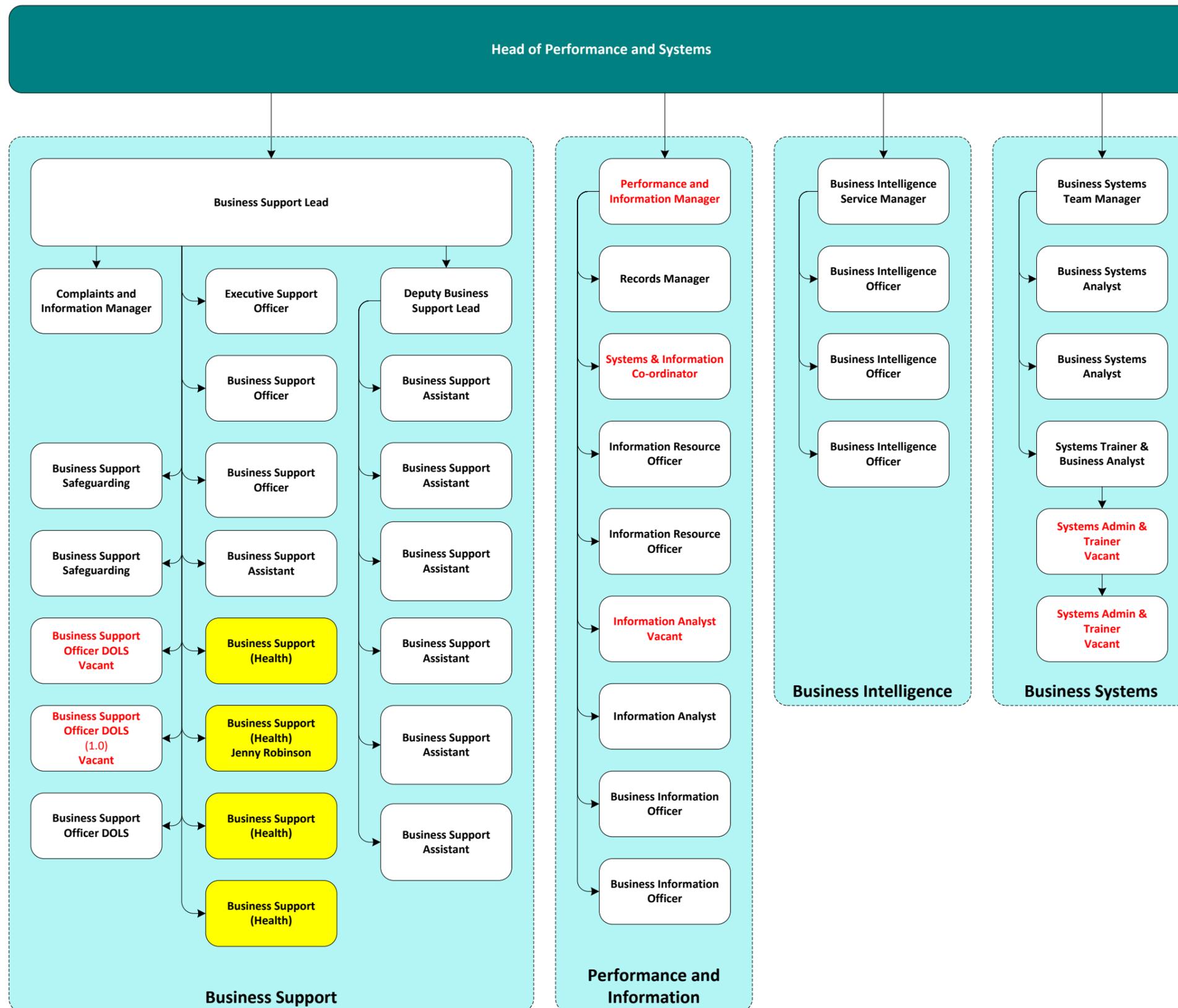
**Legend**

- Not in LBB establishment
- Vacant and/or covered by Agency

Adults and Health  
Structure Chart  
Date:



Adults and Health  
Structure Chart  
Date:

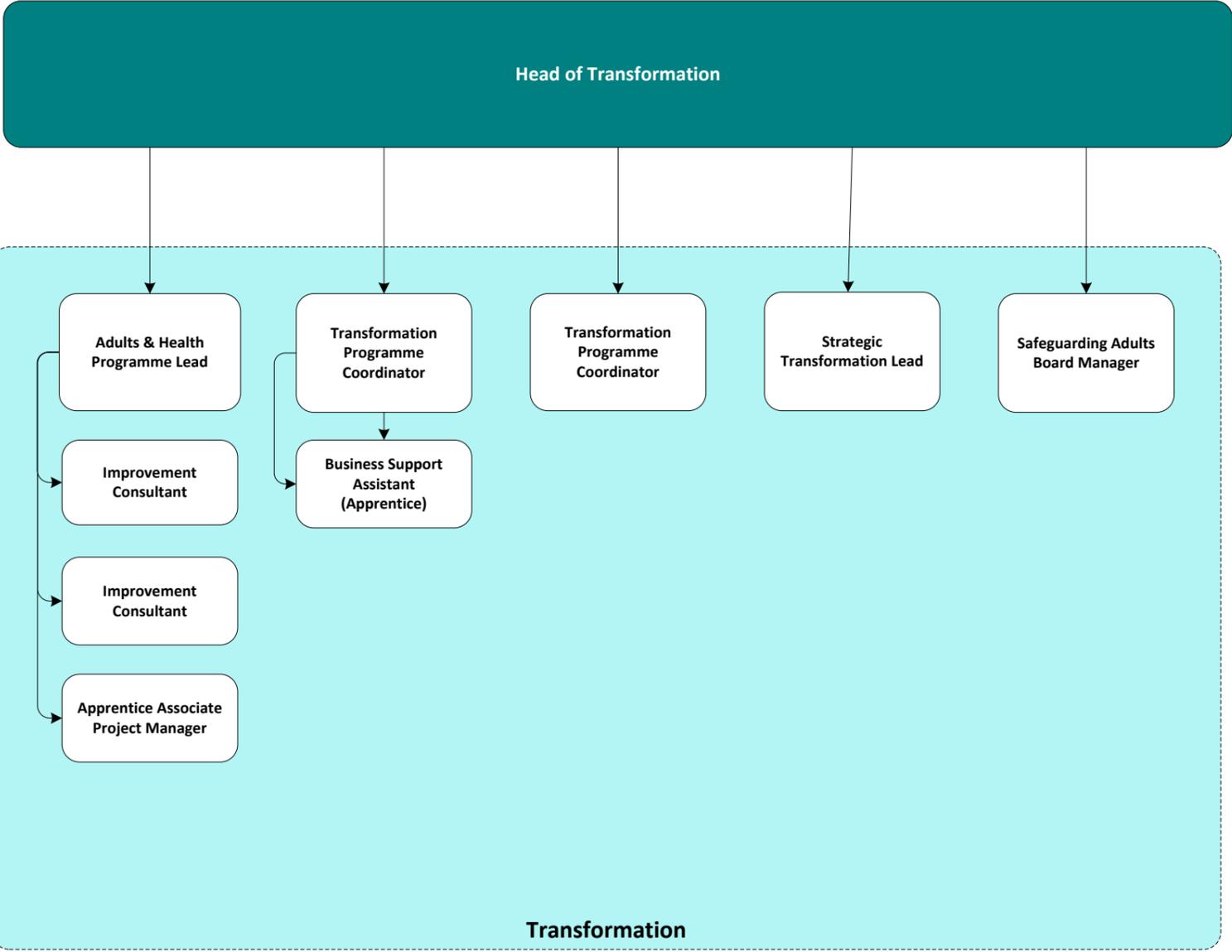


**Legend**

- Not in LBB establishment
- Vacant and/or covered by Agency

Adults and Health  
Structure Chart  
Date:



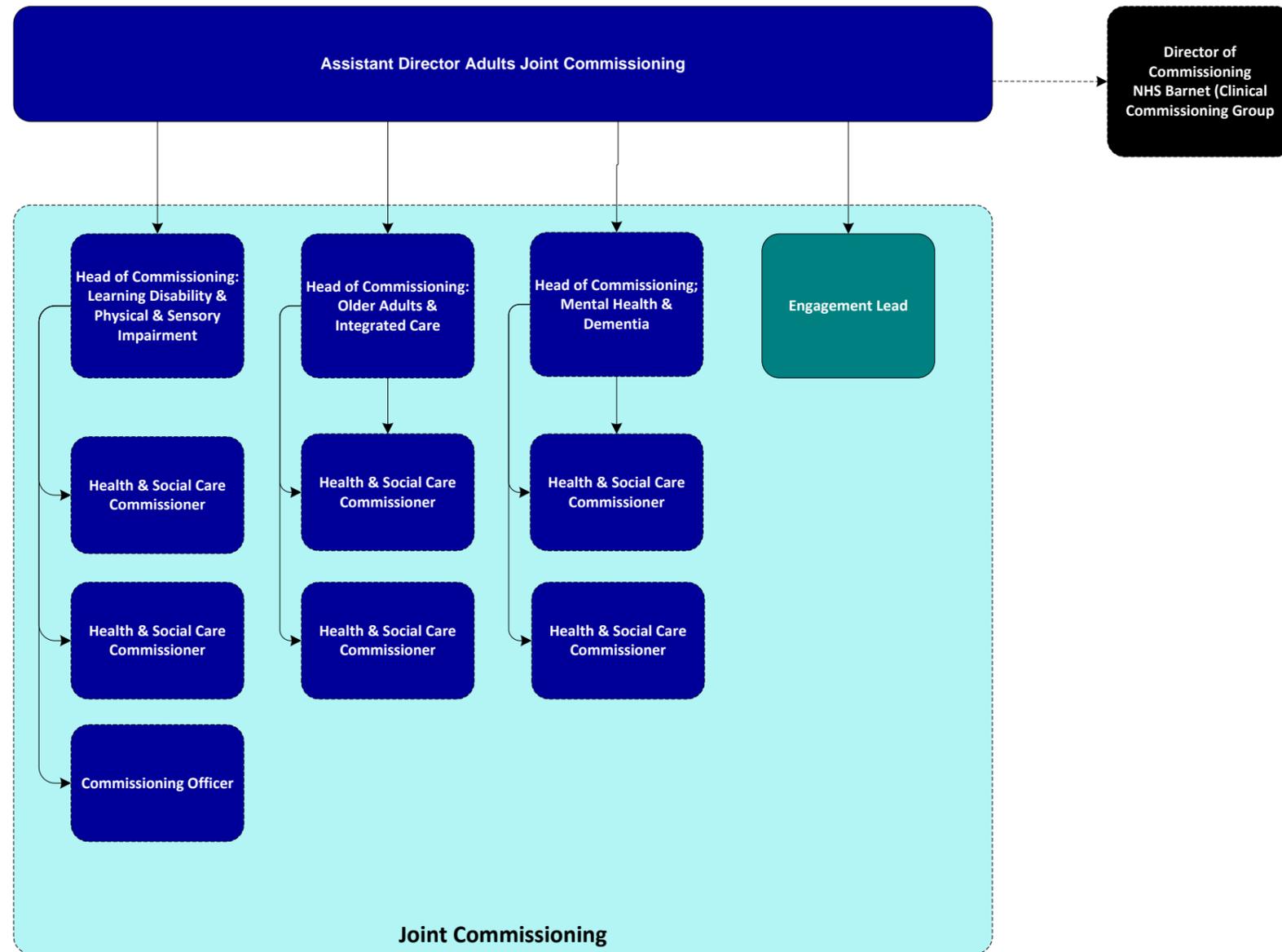


**Legend**

Not in LBB establishment

Vacant and/or covered by Agency

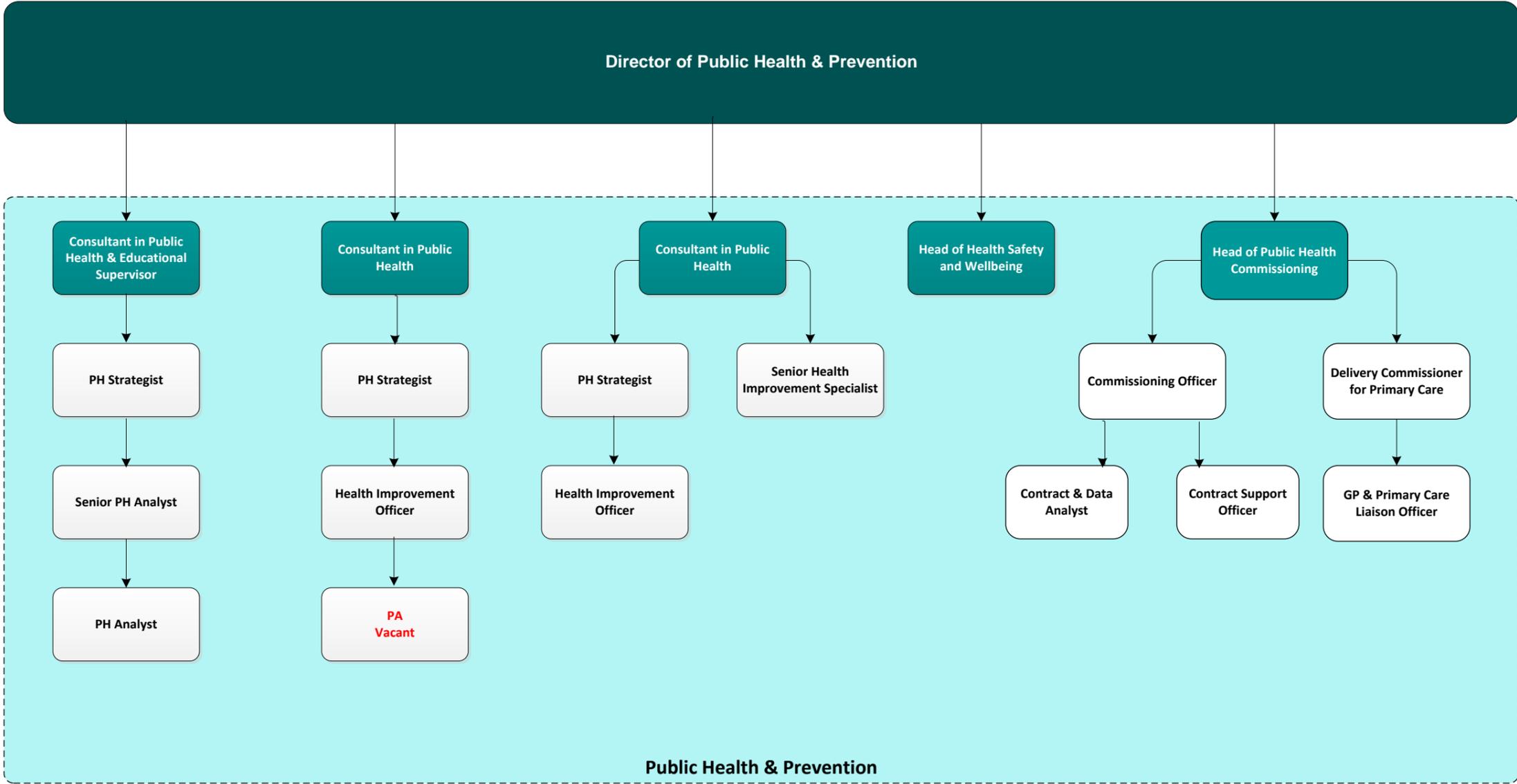
Adults and Health  
Structure Chart  
Date:



**Legend**

LBB	Jointly Funded LBB-BCCG	Barnet CCG
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**Adults and Health  
Structure Chart  
Date:**



## Employee Equality Impact Assessment

### Programme Name: 2019/2020 Medium Term Financial Savings Programme

[Note: This document remains live with information being added at each critical milestone. Current draft: during consultation, December 2018]

<b>Project Owner:</b>	<b>Dawn Wakeling</b>
<b>Date process started:</b>	<b>9 November 2018</b>
<b>Date process ended:</b>	<b>Implementation on-going</b>

<b>This EIA is being undertaken because it is:</b>	<input type="checkbox"/> outlined within the equality scheme relevance assessment table <input type="checkbox"/> part of a project proposal submission to the programme management board <input checked="" type="checkbox"/> a result of organisation change <input type="checkbox"/> other – please specify:
--	--

### EqIA Contents

- 1 Introduction
2. Any Anticipated Equalities Issues at each milestone and identified mitigation
3. Monitoring Summary
4. Project Milestone Outcomes, Analysis and Actions
5. Briefing, Sharing and Learning

## **1. Introduction**

### **1.1 Aims and objectives of the Staffing Efficiencies Project**

This organisational change proposal arises out of the requirement to delivery efficiency savings across the local authority in 2019/20 financial year, and also to deliver a adult social care (ASC) senior management structure which reflects the change in corporate focus and the move away from the Commissioning Model.

This aims to identify 5% staffing savings in adult social care (including senior management, operations, commissioning and support functions) in the financial year 2019/20.

These changes will affect the alignment of services within ASC, as the proposed reduction of Corporate Senior Management capacity will lead to broader spans of control in some areas. This has the potential to lead to redundancies in the senior management team.

The second aspect of this is that some teams will be aligned to different parts of ASC and although this will not directly impact on the functioning of the teams, their line management will change.

The final aspect is the deletion of a number of posts across the department in addition to the senior management roles. This is being undertaken in order to deliver financial efficiencies and this will be achieved, in the main, through deletion of vacant posts. There will however be some staff placed at risk of redundancy.

## 1.2 Description of the critical milestones

- 5<sup>th</sup> December 2018 – Formal Consultation Opens with Staff and Unions
- 8<sup>th</sup> January 2019 – Consultation Closes with Staff and Unions
- January 2019 – Final Recommendations go to General Purposes Committee

## 1.3 Key Stakeholders

1. Staff within Adults, Communities and Health who are in scope for the planned restructure
2. Trade Unions
3. Senior Council Officers who are supporting the proposed changes
4. Councillors who will be required to approve the efficiency proposals at committee.

## 2. Any Anticipated Equalities Issues at each milestone and identified mitigation

### 2.1 Opening of Consultation

As Adults, Communities and Health is a predominantly female workforce, it was anticipated that female workers would be disproportionately affected by the proposed efficiencies across the workforce. However, the impact of this is mitigated by the fact that the majority of the savings are to be achieved by the deletion of vacant posts (14 out of 17), thereby reducing this impact. Where staff in post are directly affected, the impact will be mitigated by use of the council's redeployment process.

### 2.2 Closure of Consultation

The ASC workforce age profile suggests that the workforce includes a number of staff who have been in post for a number of years and hence may be lacking in recent practice when it comes to recruitment and selection. This impact will be mitigated by providing support to any staff who may have to enter into a redeployment process. The Learning and Development and Adults Workforce Teams will work together to ensure that staff have adequate support through any interview and selection procedure.

### 2.3 Final Recommendations to be considered by General Purposes Committee

*To be completed after consultation close.*

Managers will be expected to ensure that any selection criteria for redundancy are applied in line with Barnet's Managing Organisational Change policy.

### 3. Monitoring Summary

**3.1 Table 1- Employee EqIA Profile of the Project** (this profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it)

#### Critical Milestones

	Name Milestone 1		Name Milestone 2		Name Milestone 3	
	No.	% change	No.	% change	No.	% change
<b>Gender</b>						
Female	241	75.08%				
Male	74	23.05%				
Unknown	6	1.87%				
<b>Age Range</b>						
18-21	1	0.31%				
22 -29	31	9.66%				
30 -39	71	22.12%				
40 -49	60	18.69%				
50 -64	137	42.68%				
65 -74	12	3.74%				
Under 18	1	0.31%				
(blank)	8	2.49%				
<b>Ethnic Group</b>						
ASIAN OR ASIAN BRITISH - BANGLADESHI	1	0.31%				
ASIAN OR ASIAN BRITISH - INDIAN	25	7.79%				
ASIAN OR ASIAN BRITISH - PAKISTANI	3	0.93%				
BLACK OR BLACK BRITISH - AFRICAN	51	15.89%				
BLACK OR BLACK BRITISH - CARIBBEAN	25	7.79%				
INFORMATION REFUSED	1	0.31%				
MIXED - ASIAN & WHITE	1	0.31%				
MIXED - WHITE AND ASIAN	2	0.62%				
MIXED - WHITE AND BLACK AFRICAN	2	0.62%				

MIXED - WHITE AND BLACK CARIBBEAN	3	0.93%				
NOT KNOWN	2	0.62%				
OTHER ASIAN BACKGROUND	2	0.62%				
OTHER BLACK BACKGROUND	6	1.87%				
OTHER MIXED BACKGROUND	3	0.93%				
OTHER WHITE BACKGROUND	1	0.31%				
PREFER NOT TO SAY	7	2.18%				
WHITE - BRITISH	100	31.15%				
WHITE - GREEK CYPRIOT	2	0.62%				
WHITE - OTHER	33	10.28%				
WHITE - TURKISH CYPRIOT	1	0.31%				
WHITE IRISH	10	3.12%				
(blank)	40	12.46%				
<b>Disabled Y/N</b>						
N	230	71.65%				
P	37	11.53%				
Y	22	6.85%				
(blank)	32	9.97%				
<b>Disability Type</b>						
HEARING	1	0.31%				
LEARNING DIFFICULTIES	3	0.93%				
MENTAL ILLNESS	1	0.31%				
MOBILITY	2	0.62%				
OTHER DISABILITY	1	0.31%				
REDUCED PHYSICAL CAPACITY	2	0.62%				
VISION	1	0.31%				
(blank)	309	96.26%				
SPEECH	1	0.31%				
<b>Same gender as birth</b>						
Unknown	195	60.75%				
Yes	126	39.25%				
<b>Sexual Orientation</b>						
BISEXUAL	3	0.93%				
GAY MAN	6	1.87%				
GAY WOMAN/ LESBIAN	4	1.25%				
HETEROSEXUAL	226	70.40%				
INFORMATION REFUSED	37	11.53%				
(blank)	44	13.71%				
OTHER	1	0.31%				
<b>Religion or Belief</b>						
AGNOSTIC	5	1.56%				
ATHEIST	15	4.67%				
BUDDHIST	3	0.93%				
CHRISTIAN	142	44.24%				
HINDU	18	5.61%				
HUMANIST	1	0.31%				
JAIN	2	0.62%				
JEWISH	8	2.49%				
MUSLIM	13	4.05%				
NO FORM RETURNED	1	0.31%				

NO RELIGION	37	11.53%				
NO RESPONSE ON FAITH	7	2.18%				
OTHER FAITH	4	1.25%				
PREFER NOT TO SAY	24	7.48%				
SIKH	1	0.31%				
(blank)	40	12.46%				
<b>Civil Status</b>						
CIVIL PARTNER	5	1.56%				
COHAB	30	9.35%				
DIVORCED	8	2.49%				
MARRIED	112	34.89%				
PREFER NOT TO SAY	16	4.98%				
SEPARATED	7	2.18%				
SINGLE	115	35.83%				
UNKNOWN	27	8.41%				
WIDOW	1	0.31%				
<b>Main Carer for Child/YP with Disability</b>						
No	121	37.69%				
Prefer Not to Say	1	0.31%				
Unknown	194	60.44%				
Yes	5	1.56%				
<b>Main Carer Adult</b>						
No	117	36.45%				
Prefer Not to Say	1	0.31%				
Unknown	195	60.75%				
Yes	8	2.49%				
<b>Foster carer</b>						
No	122	38.01%				
Unknown	199	61.99%				

### 3.2 Evidence

### 3.3 List below available data and research that will be used to determine impact on different equality groups

A report was generated from HR Core to identify the workforce equality profile, and this is listed at 3.1. Although not all employees within the service are directly affected by these changes in terms of their employment position, the proposed changes will result in post reductions and revisions and a change in service's delivery model, so the data collected reflects the equality profile of the whole service (317 staff).

The following have been considered

- The impact of placing 3 staff at risk of redundancy
- The requirement to fully consult with all staff during a period of the year where staff are on leave for part of the consultation period. This has been mitigated by extending the consultation period
- The impact on operational teams of the change in management arrangements
- The requirement for staff with no recent interview experience to participate in redundancy selection processes, including selection interviews, as well as potential redeployment

activity to secure a suitable alternative role

### **3.4 Evidence gaps**

The Council has employees who have not notified us in their equalities returns of flexible working arrangements and disability. There are a number of staff where we do not hold any information relating to protected characteristics.

### **3.5 Solution, please explain how you will fill any evidence gaps?**

1:1 meetings will take place with staff at which they will be given the opportunity to highlight any particular circumstances or issues which management needed to take in to consideration as part of the consultation process.

## **4. Project Milestone Outcomes, Analysis and Actions**

### **4.1 Summary of the outcomes at each milestone**

#### **1. Opening Consultation**

#### **2. Closing Consultation**

#### **4.1.1 Milestone – Opening Consultation**

Adults and Communities is a predominantly female workforce (75.1%) and there are a significant number of part time staff and staff working flexibly within the service which means that when the consultation went live there was a need to ensure that all staff were given access to relevant consultation information.

#### **4.1.2 Milestone – Closing Consultation**

*To be completed after consultation close.*

### **4.2 Actions proposed**

#### **4.2.1 Milestone – Opening Consultation**

This was achieved by placing the relevant information on the Council Intranet, use of email, and

by ensuring that sufficient briefing sessions (2 opening sessions, 5 drop-in sessions, a range of individual and team meetings held by senior management, plus sessions on request) took place to enable all staff to attend. Where staff were not at work, due to sickness absence, maternity, or other reasons, the consultation documents were sent by post.

As part of opening consultation, and carrying out initial 1:1 meetings, staff were reminded that they could access external support through the Employee Assistance Programme.

Skills training to be arranged on request for staff to gain confidence in applying for roles in the new structure, or maximise redeployment opportunities.

Employee Assistance to be provided for staff who are experiencing the change process as difficult and require counselling, advice and support outside of their line management.

#### **4.2.2 Milestone – Closing Consultation**

Skills training to be provided if required and staff have had the opportunity to access Employee Support Services.

As part of the final 1:1 meetings, any affected staff who may need to participate in interview selection processes will be asked to outline whether they have any special requirements which need to be considered at the selection interview stage.

### **5. Briefing, Sharing and Learning**

EqlA Consultation -	December 2018
Group Content (by Title):	TBC post consultation
Date Consultation Group Held:	5 <sup>th</sup> December 2018- 8 <sup>th</sup> January 2019
Comments resulting from consultation:	See FAQ log
Actions following consultation:	To be confirmed following consultation close
Comments not actioned and reason:	TBC



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