

MEETING

GENERAL FUNCTIONS COMMITTEE

DATE AND TIME

MONDAY 13TH OCTOBER, 2014

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4AX

TO: MEMBERS OF GENERAL FUNCTIONS COMMITTEE (Quorum 3)

Chairman: Councillor Joan Scannell
Vice Chairman: Councillor Wendy Prentice

Councillors

Richard Cornelius	Charlie O-Macauley	Daniel Thomas
Kitty Lyons	Barry Rawlings	

Substitute Members

Geof Cooke	Claire Farrier	John Marshall
Tom Davey	David Longstaff	Alison Moore

You are requested to attend the above meeting for which an agenda is attached.

Andrew Nathan – Head of Governance

Governance Services contact: Governance Service 020 8359 2761
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Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes	1 - 4
2.	Absence of Members	
3.	Disclosable Pecuniary interests and Non Pecuniary interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Question and Comments (if any)	
6.	Members Item (if any)	
7.	Commissioning Restructure and Associated Senior Management Position	5 - 58
8.	Vacancies on School Governing Bodies	59 - 68
9.	Any item(s) that the Chairman decides is urgent	

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Decisions of the General Functions Committee

14 July 2014

Members Present:

AGENDA ITEM 1

Councillor Joan Scannell (Chairman)

Councillor Wendy Prentice (Vice-Chairman)

Councillor Richard Cornelius
Councillor Daniel Thomas

Barry Rawlings
Charlie O-Macauley

Councillor Geof Cooke
(substitute)

Apologies for Absence:

Councillor Kitty Lyons

1. MINUTES (Agenda Item 1):

RESOLVED - That the minutes of the meeting held on 25 March 2014 be approved as a correct record.

2. ABSENCE OF MEMBERS (Agenda Item 2):

Apologies for absence were received from Councillor Kitty Lyons (Councillor Geof Cooke substituting).

3. DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS (Agenda Item 3):

Members declared the following interests:

Councillor:	Agenda Item(s):	Interest :
Barry Rawlings	5a Members' Item – Request to reinstate trade union facility time to enable proper engagement with and support of staff	Non-pecuniary interest as Councillor Rawlings is a member of UNISON.
Charlie O-Macauley		Non-pecuniary interest as Councillor O-Macauley is a member of RMT Union and has benefited from union facility time.

4. PUBLIC QUESTION TIME (IF ANY) (Agenda Item 4):

There were none.

5. MEMBERS ITEM (IF ANY) (Agenda Item 5):

There were none.

6. MEMBERS' ITEM - REQUEST TO REINSTATE TRADE UNION FACILITY TIME TO ENABLE PROPER ENGAGEMENT WITH AND SUPPORT OF STAFF (Agenda Item 5a):

The Committee considered Councillor Rawlings' representation on the item.

The Chief Operating Officer/Director of Finance informed the committee that the Budget set by Council in March 2014 agreed to reduce Trade Unions core funding, leaving a smaller, flexible budget. The Chief Operating Officer/Director of Finance circulated a paper at the meeting advising that:

- The Council will ensure sufficient Trade Union time is made available to support key changes that impact on staff, as they arise. Negotiations to agree this release time are still underway
- The Council will ensure that key union representatives are released as appropriate to support this work.
- The budget reduction means a change in how Trade Unions work with the Council; Officers have been in discussions and offering support for Trade Unions to adjust to this new model, requiring less central TU resource, greater delegation and recognising the need to make the most of local representation.
- The HR Director explained there was an expectation for the use of more local representatives by the trade unions to ensure there is sufficient capacity across the organisation and offered time to the trade unions to build this capacity.
- Senior Officers and the HR Director will meet with Trade Union representatives on 16 July 2014 to review proposals for additional facilities time.

The Committee requested that Officers bring an update report to the next meeting of the committee.

RESOLVED – That the report be noted.

7. VACANCIES ON SCHOOL GOVERNING BODIES (Agenda Item 6):

RESOLVED – The following appointments set out in the schedule were made:

	School	Appointment
1.	Annunciation Catholic Junior School	No appointment made
2.	Bell Lane Primary School	No appointment made
3.	Brookland Infant and Junior Schools	No appointment made
4.	Cromer Road Primary School	Mrs Josephine Nelhams
5.	Hasmonean Primary School	Mrs F Kaufman
6.	St Paul's CE Primary School	No appointment made
7.	Wessex Garden Primary School	Mr Franklin Dannenburg
8.	Hampden Nursery School	Ms Christine Hobart

8. STREETSCENE - WASTE RECYCLING SERVICES (Agenda Item 7):

This item was withdrawn and therefore no report was submitted to the committee.

9. ANY ITEM(S) THAT HE CHAIRMAN DECIDES IS URGENT (Agenda Item 8):

There were none.

The meeting finished at 7.20 pm

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AGENDA ITEM 7



General Functions Committee

13 October 2014

Title	Commissioning Restructure and Associated Senior Management Position
Report of	Andrew Travers – Chief Executive and Head of Paid Service
Wards	Not Applicable
Status	Public
Enclosures	Appendix 1: Consultation Document Appendix 2: Close of Consultation Document (Final Proposals) Appendix 3: Equalities Assessment Appendix 4: Statutory Officers Protocol (To Follow)
Officer Contact Details	Andrew Travers andrew.travers@barnet.gov.uk 020 8359 7850

Summary

This report proposes changes to the senior management structure affecting the commissioning group and delivery units. Details of the proposed changes are set out in the main body of the report.

The Chief Executive undertook collective and individual consultations between the 1st September 2014 and 30th September 2014.

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

Subject to the agreement by the General Functions Committee to the recommendations below, the e Constitution, Ethics and Probity Committee will be asked to bring forward to Council the consequential changes to the constitution.

Subject to the agreement by the General Functions Committee of the recommendations below,, the Remuneration Committee will consider the pay and grading of the new and amended positions, in line with the Council's existing senior management pay scales. The

Remuneration Committee will also be asked to agree the selection and appointment process to Chief Officer and statutory positions.

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

Recommendations

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

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

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

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

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

Alternatives considered

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

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

1. WHY THIS REPORT IS NEEDED

- 1.1 The report concerns the proposed changes to the establishment of the Council. The report is presented as the posts concerned will be of concern to the General Functions Committee.
- 1.2 The General Functions Committee decisions are required prior to any changes to appointments of chief officers by the Remuneration Committee.

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

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

4. POST DECISION IMPLEMENTATION

- 4.1 Should the recommendation be approved, the Remuneration Committee will be asked to consider the approval of the proposed remuneration and the selection criteria for chief officer positions. Positions below chief officer will be subject to an internal appointment process.
- 4.2 Should the recommendation be approved, the Constitution Ethics and Probity Committee will be asked to make the consequential changes to the constitution.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

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

5.3 Legal and Constitutional References

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

5.4 Risk Management

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

5.5 Equalities and Diversity

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

5.6 Consultation and Engagement

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

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

6. DETAIL

6.1 On 7th November 2012, the General Functions Committee noted a report concluding the re-organisation of the Council and the appointments to senior positions within the structures of the Council.

6.2 The purpose of the reorganisation was to establish firm arrangements for commissioning services and enhance the focus of strategic managers to commission services based on outcomes and a stronger customer orientation. In addition, the restructure released financial savings recognising the need to invest in strategic management capacity whilst delivering savings in management structures.

6.3 The restructure created a Commissioning Group (strategic) and Delivery Units (operational).

6.4 In January 2014, minor management reporting arrangements removed the line management of operational Delivery Units from the Commissioners directly to the chief executive.

6.5 In reviewing the effectiveness of the arrangements agreed in 2012, the Chief Executive has set out a rationale to further strengthen the commissioning functions of the Council; provide greater clarity of roles and responsibilities

between commissioners and delivery unit directors; and to ensure statutory responsibilities sit within the commissioning group of the Council.

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

Proposals

- 6.7 The proposals are set out in Attachment C (Outcome of Consultation Report) and are summarised as follows:

Commissioning:

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

Chief Operating Officer

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

Delivery Units

- Reorganisation of Adults & Communities Services at a senior management level to move the statutory function of Director of Adult Social Services into the Commissioning Group.
- Removal of commissioning and joint-commissioning (with health bodies) to align with the new Commissioning Group from Delivery Units.
- Consideration of the impact of the principles for commissioning in external Delivery Units (CSG, Re and Barnet Homes, Your Choice Barnet) functions that may align with commissioning functions. (Subject to contractual negotiations).

Assurance

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

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

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

The following positions will be created:

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

The following positions will be amended:

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

7. Consultation

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

7.2 A copy of the consultation document is provided in Attachment A.

7.3 The consultation was undertaken through:

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

- **Communications:** A weekly 'frequent comments and questions' communication was provided to help inform colleagues about the suggestions, flavour of comments received and regular questions and answers.

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

8. IMPACT

8.1 The proposals set out today directly affect 10 employees. The overall number of roles available to this group of staff is 8, therefore potentially placing at least two employees at risk of redundancy.

8.2 An Equalities Analysis has been undertaken, no specific disproportionate impacts were identified on any protected characteristics relating to the Council's Equalities Duty.

8.3 Below Lead Commissioner and Delivery Unit Director roles, there will be further structural changes in relation to commissioning functions and support. This will be addressed through restructures that will start once senior positions are appointed to as part of this restructure. This is to allow a managed migration of functions determined by those who will be managing them.

8.4 At the same time, a consultation is being undertaken in the Executive Office, the area providing support to the senior management and commissioners of the Council. Further savings have been identified to reduce the number of executive assistants supporting a smaller Commissioning Group.

9. USE OF RESOURCES

9.1 Subject to the approval of the remuneration levels at the Remuneration Committee, the overall structure will see a further reduction in senior management costs of around £100,000 for a full year. This is in addition to the £1.115k savings from senior management in 2013.

9.2 A number of officers at risk of redundancy may volunteer to take redundancy and if they have reached the age of 55, their pensions are released without abatement. The Council has provision for redundancy and pension strain arising from such situations through the redundancy reserves.

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London Borough of Barnet

Consultation Document

Commissioning Group and other senior positions

September 2014

VERSION CONTROL

This version file path: S:/HRDirector/Restrctures/1403Streetscene/140318ConsultationV0.1

Version	Date	Version changes	Distribution
V0.1	09/06/2014	Initial Draft	Andrew Travers (Sponsor) Maryellen Salter (Governance) – Not distributed or approved
V0.2	TBC		Workforce Board Employees in Scope
V0.3	07/07/2014	Consultation Paper	Draft without final figures
V0.4	08/08/2014	Consultation with appendices	Final draft for CEX approval
VI.0	24/08/2014	Final paper	Timetable amendments and finalisation
VI.1	02/09/2014	Amendments as suggested by initial consultation Maryellen Salter not sent V0.1 as indicated.	Senior management distribution list.

APPROVALS

Distribution	Date	Approvals	Version(s)
Trade unions	W/C 25/08/2014	Not required	V0.4
Employees	01/09/2014	For consultation	VI.0
Workforce Board	17/09/2014	For information	VI.0

POLICY SUMMARY

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 ICE Regulations to inform and consult employees about proposed changes to their working circumstances. This document constitutes the start of such consultations.

The council has in place a [Managing Organisational Change Policy \(J3\)\(2010\)](#) set out within the employee handbook **for which the principles of the policy will be applied.**

Elements within the document include proposals to change contractual elements and arrangements for which the Council will use our recognised Collective Bargaining (Trade Union and Employee Engagement Framework (J1)(2011)) for employees within the National Joint Committee for Local Government (Green Book) and individual consultation for senior officers not covered by collective bargaining arrangements.

DECISION MAKING

This proposal affects less than 20 employees. It is a decision of the General Functions Committee to approve the proposals following consultation. It is the responsibility of the Remuneration Committee to approve the remuneration levels and appoint to chief officer and statutory positions within the Council's structures.

It is the statutory function of the Head of Paid Service (Chief Executive) to set out in his report to Council the structures and organisation of officers, along with the terms and conditions of employment for all but chief officers which is a function of the Council's Remuneration Committee.

This paper is exempt from the approval of the Workforce Board, being a consultation prior to the publication of any changes to the structure in a report by the Head of Paid Service (Chief Executive) as required by the Local Government and Housing Act 1989.

Council considers the designation of statutory officers as set out in the Council's Constitution (or amended where appropriate) as recommend by the Remuneration Committee.

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A3	Financial information	
A4	Draft Role Profiles	

I.0 EXECUTIVE SUMMARY INFORMATION

I.1 OFFICERS

ROLE	NAME	CONTACT
Sponsor	Andrew Travers	Andrew.Travers@barnet.gov.uk
Senior Responsible Officer	Mark Grimley	Mark.Grimley@barnet.gov.uk
Human Resources Advisory	Susan White	Susan.White2@barnet.gov.uk

All responses to this consultation should be sent: Nicola.Felstead@barnet.gov.uk

I.2 TIMETABLE

It is proposed to implement the final structure with effect from 1st April 2015, subject to the completion of the consultation and approval from Committees of the Council. A full timetable is set out in Section 5 of this document.

Group	Purpose	Papers Published	Date of Meeting
Formal Consultation Period	1 st September – 30 th September		
Workforce Board	Receive consultation report and approve draft outline GFC / RemCo reports.	12 September	17 September
General Functions Committee	Approve amendments to establishment and structures		13 October
Remuneration Committee	Approve selection process for appointments		13 October
General Functions Committee Deleted	Receive final report and proposals (to recommend changes to chief officer structure where appropriate to Full Council)	3 November	11 November
Remuneration Committee	<ul style="list-style-type: none"> Receive and approve remuneration of chief officers positions within new structure. Agree assimilations and appointments. Receive competitive ring-fenced positions and interview. 	3 November	11 November
Full Council	To receive the report of the Head of Paid Service to any changes to the senior management structure (chief officers) under S.4(4) Local Government and Housing Act 1989 To approve designations to statutory roles	8 December	16 December

I.3 STAFF IN SCOPE

Structural changes proposed within this document affect those within the Commissioning Group at all levels. There may be some impact on Delivery Units (both internal and external) including those reporting to, or affiliated with Statutory Officer roles. Therefore collective and individual consultation will take place with those in the Commissioning Group and a wider general consultation will consider the views of Delivery Units and partners.

A list of all positions potentially affected by these proposals (either directly or indirectly) is included in Appendix B.

I.4 PROPOSED CHANGES SUMMARY

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

2.0 OBJECTIVES AND RATIONALE

- 2.1 The Council adopted a commissioning model in April 2013. The essential premise of the current structure is that the primary role of the democratically elected Council is to lead partnerships with local public service providers and other stakeholders to achieve the best possible outcomes for the borough and its residents by commissioning services from the most appropriate providers. The structure therefore provides for a Commissioning Group (to work with Members, partners and stakeholders to determine priorities, commission services, and manage contracts), Delivery Units (reflecting a mixed economy of delivery arrangements), and an Assurance Group (to provide strong governance and oversight across the system). The senior officer leadership is through the Strategic Commissioning Board, with two Strategic Directors with primary responsibility for the commissioning of services, and a Chief Operating Officer with primary responsibility for integrated and resident-focussed delivery.
- 2.2 The key challenges to the organisation during 2013/14 were to ensure a successful transition to the new arrangements, and in particular the go-live of the Customer and Support Group and Development and Regulatory Services contracts, and to complete a Priorities and Spending Review to help the new Council administration develop its plans through to 2020. These challenges have been met, with both contracts implemented successfully and performing well and the Priorities and Spending Review agreed by the Policy and Resources Committee on 12 June. More broadly, 2013/14 saw the culmination of the Council's change programme through the previous administration which achieved savings of £70m with minimal detrimental impact on front-line services and strongly improving resident satisfaction.

2.3 Now that the Priorities and Spending Review has set a broad path for the Council through to 2020, it is timely to review the current operating model and senior leadership capacity. The challenge set can be summarised as follows:

- stewardship of a dynamic and growing borough as part of a dynamic and growing world city;
- delivering excellent universal services which reflect residents' priorities around health, schools, parks, community safety, and roads and pavements, with radically reduced resources;
- promoting a resilient community to manage demand from residents who need extra help;
- intervening as early as possible on a multi-agency basis where residents need extra help to benefit from the opportunities the borough provides.

2.4 The defining characteristic of this challenge is that it requires an integrated commissioning approach across organisations, at borough, sub-regional and London-wide boundaries, and strong 'systems leadership' to ensure that delivery arrangements are coherent and resident-focused. It can therefore be concluded that the Council's current operating model will remain appropriate, but that it needs greater capacity to meet the challenge.

2.5 Alongside this, consideration needs to be given to the likely impact of the resolution of current performance challenges and the implementation of the proposals included in the Priorities and Spending Review on the in-house Delivery Units. This can be summarised as follows:

- Education and Skills: a new delivery model for the provision of schools-related functions and support and challenge to school standards, and the separation of the wider commissioning aspects of skills within the borough;
- Family Services: an integrated 'front door' for all safeguarding issues, new models of delivery for early years, early help and libraries, and effective demand management for children's social care;
- Adults and Communities: separation of adult social care commissioning functions and greater integration of this with health, separation of community safety and leisure commissioning, with provision of adult social care evolving in line with joint health and Council commissioning decisions;
- Streetscene: resolution of existing performance escalations, new delivery models for waste management, parks, and street cleansing and the establishment of appropriate commissioning capacity, rationalisation of the management of current parking, highways and street lighting contracts.

- 2.6 In recognition of these factors, we are consulting on a new structure for the Strategic Commissioning Board and the senior tier within the Commissioning Group. The intention of the new structure is to provide a robust basis to meet the core challenges set out above and the subsequent separation and evolution of commissioning arrangements. Further restructuring will follow in due course to create the full capacity necessary within the Council’s commissioning and clienting functions.
- 2.8 For the Strategic Commissioning Board a team of three is proposed. A Chief Executive and Chief Operating Officer as now, and a new role of Strategic Director for Commissioning to provide a single accountability for the commissioning of Council functions and a focal point for the integration of commissioning with other public service providers. The current two Strategic Director roles would be deleted.
- 2.9 For the Commissioning Group, four new roles of Commissioning Director are proposed. The purpose of the roles is to provide clear accountability, capacity and subject matter expertise for the delivery of outcomes in line with Member priorities and in conjunction with partners and stakeholders. The current five lead commissioner roles would be deleted. The proposed portfolios for the new roles are as follows:

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

- 2.10 A key strand identified within the Priorities and Spending Review is the need to build resilience within Barnet's communities, which in turn requires greater levels of engagement, transparency and trust between residents and service providers. It is also crucial that individual commissioning decisions are fully informed by consultation with residents. We need to enhance our capacity to respond to this, and it is therefore proposed that the Assistant Director for Commissioning Strategy is re-designated as Director for Strategy, and assumes line management responsibility for all communications, marketing, engagement and consultation activities.
- 2.11 It is finally necessary to consider statutory roles within the structure. No change is proposed in respect of the Head of Paid Service, the Monitoring Officer, the Section 151 officer and deputy, and the Director of Public Health. In recognition of the requirement for deputising arrangements for the Chief Executive, it is proposed that the Strategic Director for Commissioning and the Chief Operating Officer each be additionally identified as Deputy Chief Executive.
- 2.12 In respect of the Director of Children's Services (DCS) and the Director of Adult Social Services (DASS) new arrangements are proposed. These roles are designed by statute to have accountability for all aspects of service delivery to the respective client groups. In the Council's operating model, which provides for organisational separation between commissioning and delivery, it is logical that the statutory role, being concerned ultimately with outcomes and requiring strong partnership working, can best be delivered through the commissioning part of the organisation. It is therefore proposed that the DCS role is performed by the Commissioning Director for Children and Young People and the DASS role by the Commissioning Director for Adults and Health. These posts will have the necessary detailed oversight of operational matters and will report for statutory purposes jointly to the Chief Executive and the Strategic Director for Communities.
- 2.13 The cost of the new structure is a reduction of around £100k compared to the existing structure. Future changes to senior management in the Delivery Units and the Commissioning Group will be in line with the overall workforce savings envisaged in the Priorities and Spending Review.
- 2.14 It is proposed that consultation with affected staff begins in September, and is reported to General Functions Committee alongside final proposals in November. Implementation would then take place in accordance with the Council's management of change policies, with a target date of April 2015 for commencement of the new arrangements.

3.0 METHODOLOGY AND ORGANISATIONAL DESIGN

- 3.1 As part of the Council's Workforce Strategy (and savings proposed under the Priority and Spending Review (PSR)), it has been agreed that the process of organisational design will include taking the opportunity to review spans and layers of management to reduce management costs and increase direct accountability for performance and staff management through fewer levels within the organisation.

4.0 PROPOSALS FOR CONSULTATION

THIS SECTION SETS OUT THE PROPOSALS UNDER WHICH THE COUNCIL HAS A DUTY TO **CONSULT** AND INFORM EMPLOYEES. THIS INCLUDES THE STRUCTURE OF THE SERVICE AND OPERATIONAL MATTERS.

- 4.1 The current establishment of the roles within this restructure is 18.0 FTE including temporary and fixed term contracts (These are the roles set out in Appendix A).

Contract Type	FTE
Permanent	18.0
Fixed Term	0.0
Temporary / Consultants	1.0
Vacant	0.0
TOTAL	19.0

- 4.2 The current establishment and financial approval is set out in Appendix C.
- 4.3 It is proposed to introduce a new structure of 17.0 FTE, a net reduction of 2.0 FTE. This is set out in Appendix A2, with associated financial information in Appendix C2.
- 4.4 This proposal will reduce the direct workforce costs by an estimated £100,000 in 2015/16 and a continued saving in senior management costs.

5.0 TIMETABLE

THIS SECTION SETS OUT HOW WE WILL ENGAGE AND CONSULT WITH EMPLOYEES AND THEIR REPRESENTATIVES AND SUPPORT THIS GROUP OF STAFF THROUGH THE CHANGES PROPOSED, PROVIDE THEIR SUGGESTIONS AND FEEDBACK AND RESPOND TO CONCERNS. ADDITIONALLY, WE SEEK TO PROVIDE AN ENHANCED PACKAGE OF SUPPORT AND DEVELOPMENT FOR STAFF THROUGHOUT THIS PERIOD.

5.1 The timetable for the proposal is split into:

Consultation: collective and individual consultation – September 2014

Final Proposals and Committee approvals – October 2014

Appointments Process – November 2014

Implementation – April 2015

5.2 CONSULTATION TIMETABLE

Week commencing	Activity
1 st September	Consultation Begins: Collective presentation Trade Unions collective consultation Individual consultations
8 th September	Individual consultation
15 th September	Individual consultation
22 nd September	Individual consultation
30 th September	Consultation closes Tuesday 30 th September
6 th October	Response to consultation and final proposals GFC / RemCo Reports Dispatched: Outcome of consultation and recommendation to Committee
13 th October	General Functions Committee: To receive recommendations for the future structure of commissioning Remuneration Committee: To receive recommendations on the pay and grading levels, appointment process and redundancy process.
20 th October	Assimilation to roles Ring-fenced positions confirmed 'At risk' of redundancy letters issued
27 th October	Applications for ring-fenced positions open Applications for positions to be appointed by Remuneration Committee open
3 rd November	
10 th November	Applications for appointments close
11 th November	RemCo – Appointments to assimilated roles
17 th November	
24 th November	Rem Co (Reserve date) For competitive appointment interviews
1 st December	Confirmation of appointments Statutory notice of redundancy (including redeployment)
December	External Advertisements for unfilled roles (If required)
January	Interviews for external appointments (If required)
1 st April 2015	New structure in place.

Dates in grey are subject to the agreement of the Remuneration Committee regarding the selection process and dates of the Committee.

6.0 CONSULTATION METHOD

6.1 The consultation will take place by means of:

- Launch of consultation: Chief Executive to meet with all those potentially affected
- Collective consultation: Director for Human Resources to meet with trade union representatives
- Collective consultation: Circulation of the consultation document to the Top 50 senior managers
- Individual consultation: Chief Executive to meet with individuals directly affected
- Individuals not directly affected are invited to request individual meetings

6.2 Individuals will be invited to submit their own responses following the launch of the consultation. These should be sent directly to Andrew.Travers@barnet.gov.uk (with a copy to mark.grimley@barnet.gov.uk)

6.3 Individual consultations will be offered at any time to receive feedback or answer any further questions.

6.4 At the end of each consultation week, a Frequently Asked Questions sheet will be circulated to the Top 50 managers to continue to inform and consult on the proposals as they develop.

6.5 The key areas for consultation are:

- Structural proposals: what are the views of those being consulted about the proposed structures, alignment of responsibilities and approach to commissioning?
- Statutory proposals: what are the views in respect of positions that are statutory designations?
- Resourcing: what are the views in respect of the proposed recruitment to the roles proposed? (section 8)
- Redundancies: how can the council mitigate any potential redundancies resulting from this proposal?

7.0 SELECTION FOR ROLES

- 7.1 The Council has an objective to minimise the potential for redundancies. We do this through identifying at an early stage employees who are potentially 'at risk' of redundancy early to whom we will provide access to the Council's redeployment register.
- 7.2 Each existing post will be assessed against the Council's existing criteria for job matching for the purposes of assimilation. The Council may invite those being assimilated to submit an application setting out how they meet the requirements of the new roles and where they believe they will require additional support.
- 7.3 Where there is more than one candidate expressing interest in a role, a selection process will be required. This will take the form of an application, competency based interview and will consider the previous performance within appraisals and attendance.
- 7.4 Selection and appointment will be subject to meeting minimum appointable criteria. This will be specified at the point of the final proposals being published and will reflect the senior management competency domains established during the previous restructure.

8.0 SELECTION FOR REDUNDANCY

- 8.1 Where there are more employees than posts, a competitive selection process (as above) will be undertaken. This will take the form of an application setting out how they meet the requirements of the new roles and where they believe they will require additional support. All applications are guaranteed an interview for the posts that the individual has been ring-fenced for.
- 8.2 The application process will be scored weighted on 70 per cent weighting for the application and 30 per cent on the interview. The interview will be a competency-based interview based on behaviour and technical areas. These will be published prior to the closure of the consultation period.
- 8.3 A minimum appointable criteria based on the aggregate score of the application and interview will be applied.
- 8.4 Where there remains more employees to roles meeting the minimum appointable criteria, consideration will be given to the attendance, conduct and performance ratings of the previous 12 months. If the situation remains with more candidates than roles, then the highest scoring candidates will be appointed in order.
- 8.5 All employees potentially at risk of redundancy will have access to the Council's redeployment opportunities.

- 8.6 Applications for voluntary severance will be considered on a discretionary basis. Such applications are subject to the needs of the Council and, where this involves those with entitlements to access pensions, within the Pensions' Discretion Policy of the Council where this minimises the requirement for compulsory redundancies.
- 8.7 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.
- 8.8 Roles to chief officer positions and positions with a statutory designation will be appointed to by the Council's Remuneration Committee. The format of which will be published following the Remuneration Committee on 13th October 2014.
- 8.9 All positions, other than direct assimilation, are subject to individuals demonstrating and meeting minimum appointable criteria.
- 8.10 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.
- 8.11 Appointments requiring Councillor approval (including statutory designations) will be subject to confirmation by Full Council.

APPENDICES

September 2014

EXITING STRUCTURE – A1

PROPOSED STRUCTURE – A2

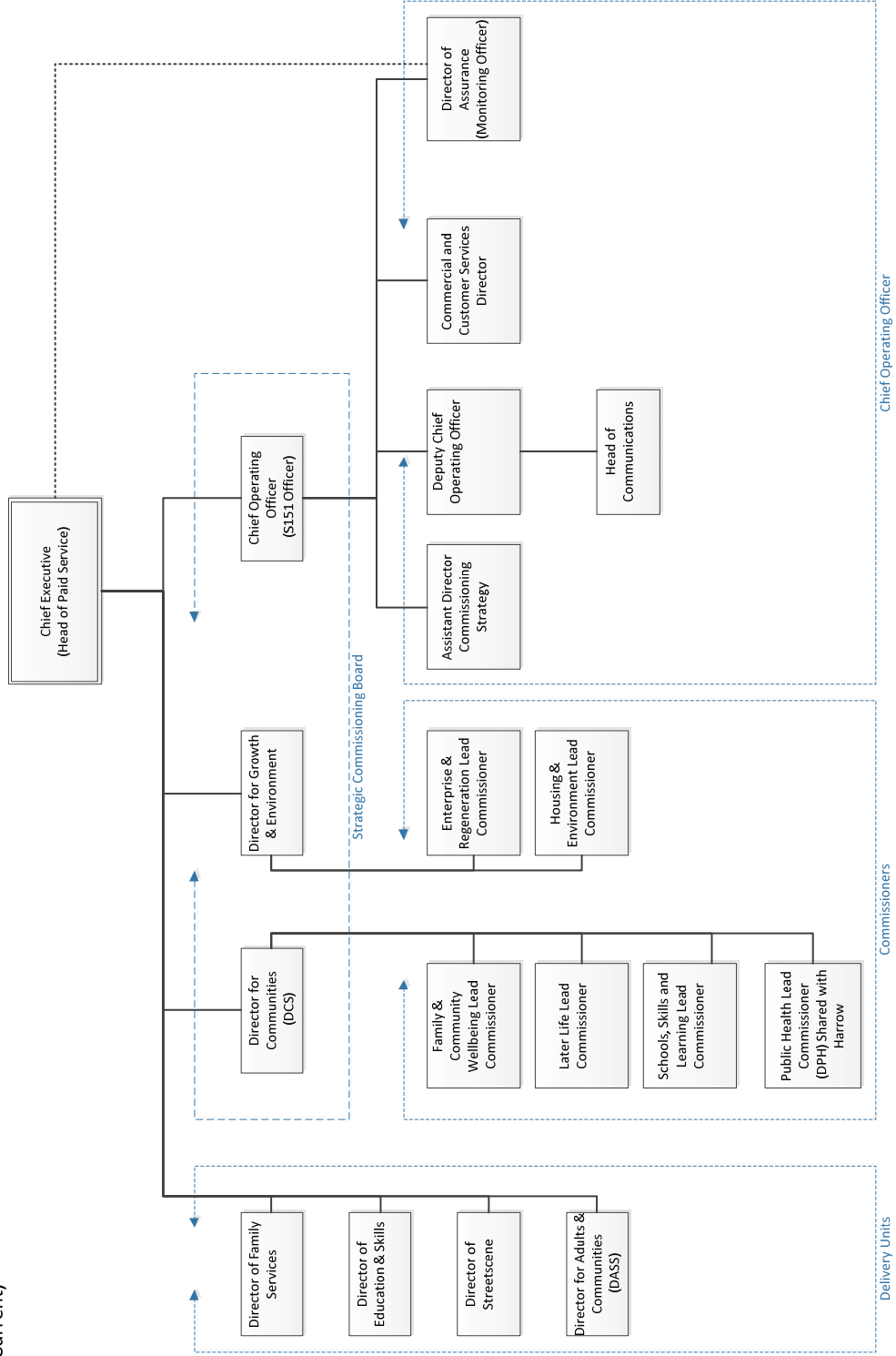
FINANCIAL INFORMATION – A3

EQUALITIES IMPACT ASSESSMENT – A5

DRAFT ROLE PROFILES – A6

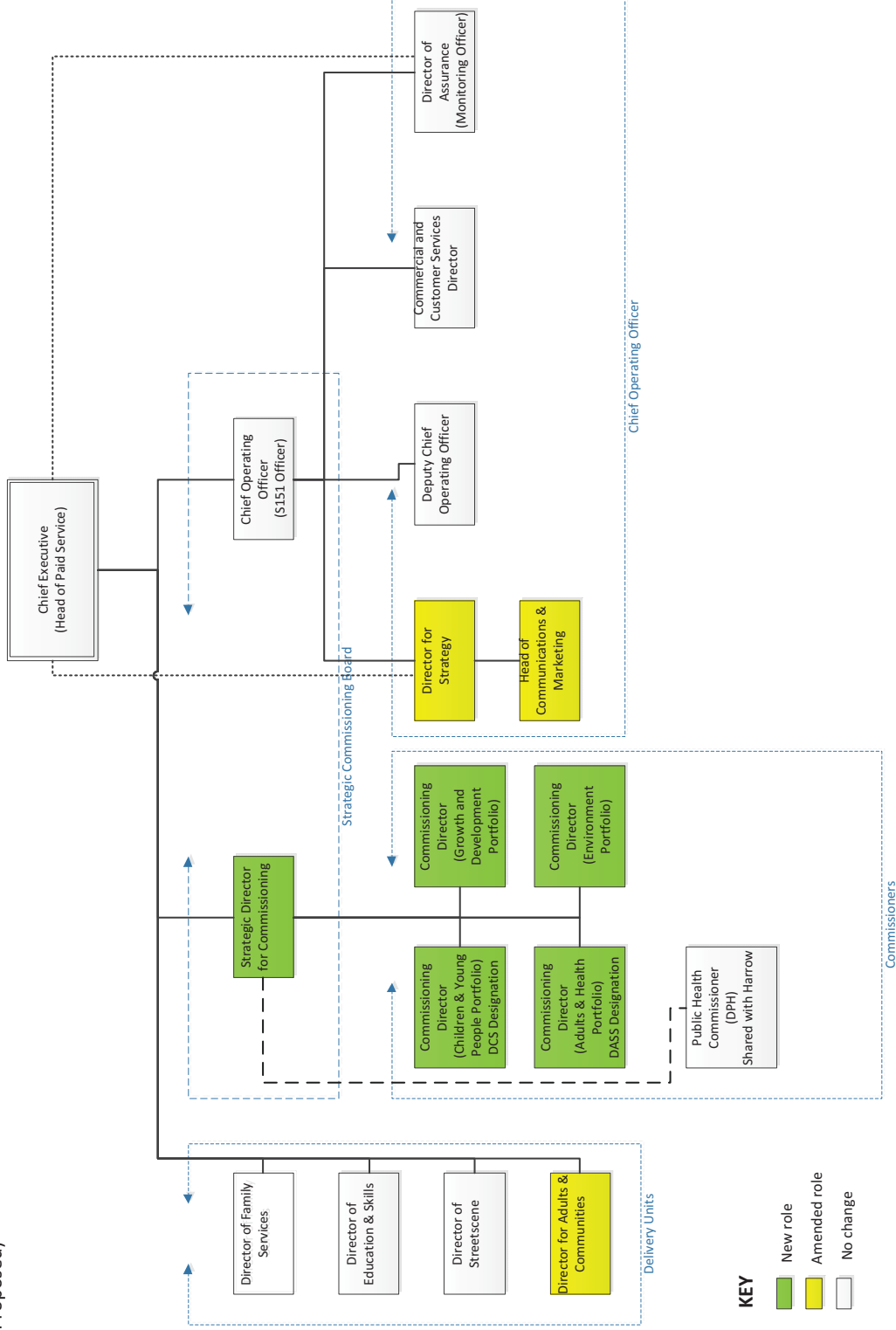
Appendix A: Existing Structure

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

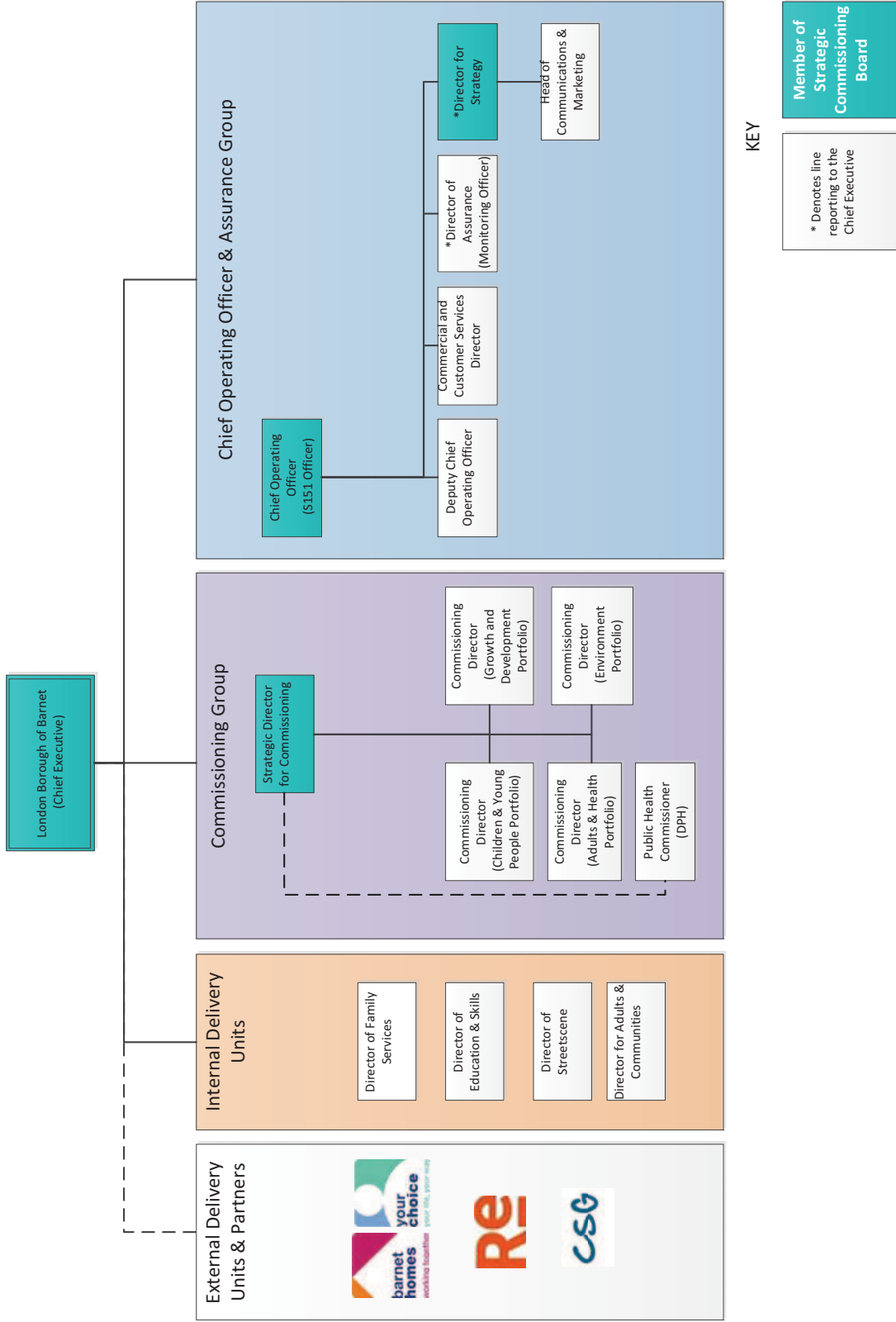


Appendix B: Proposed Future Structure

London Borough of Barnet
 Top-Level Organisational Chart
 April 2015 (Proposed)



Appendix B: Proposed Future Functional Organisation.



Appendix C1: Financial Evaluations

Current financial position of existing roles (within scope)

Area	Role	Lower Grade	Lower Salary	Upper Grade	Upper Salary	Current Grade	FTE	On-costs	Total cost
SCB	Chief Executive	CE1		CE3		I87,613	1	44,089	231,702
SCB	Director for Communities	LBB2 (1)	148464	LBB2 (3)	158,464	I58,464	1	37,239	195,703
SCB	Director for Growth & Environment	LBB3 (1)	124870	LBB3 (3)	134,870	I34,870	1	31,694	166,564
SCB	Chief Operating Officer	LBB2 (1)	148464	LBB2 (3)	158,464	I58,464	1	37,239	195,703
Commissioning	Family, Community & Wellbeing Lead Commissioner	LBB5 (1)	85139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Later Life Lead Commissioner	LBB5 (1)	85139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Schools, Skills and Learning Lead Commissioner	LBB5 (1)	85139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Enterprise and Regeneration Lead Commissioner	LBB5 (1)	85139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Commissioning	Housing and Environment Lead Commissioner	LBB5 (1)	85139	LBB5 (3)	94,599	94,599	1	22,231	116,830
COO	Assistant Director for Strategy	LBB5 (1)	85139	LBB5 (3)	94,599	94,599	1	22,231	116,830
COO	Deputy Chief Operating Officer	LBB4 (1)	103846	LBB4 (3)	113,846	108,846	1	25,579	134,425
COO	Commercial and Customer Services Director	LBB4 (1)	103846	LBB4 (3)	113,846	113,846	1	26,754	140,600
COO	Director of Assurance	LBB4 (1)	103846	LBB4 (3)	113,846	103,846	1	24,404	128,250
COO	Head of Communications	LBB6(1)	71511	LBB6 (3)	79,457	79,457	1	18,672	98,129
Delivery Units	Director for Adults & Communities	LBB3 (1)	124870	LBB3 (3)	134,870	124,870	1	29,344	154,214
Delivery Units	Director of Streetscene	LBB5 (1)	85139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Delivery Units	Director of Family Services	LBB3 (1)	124870	LBB3 (3)	134,870	124,870	1	29,344	154,214
Delivery Units	Director of Education and Skills	LBB4 (1)	103846	LBB4 (3)	113,846	113,846	1	26,754	140,600
Commissioning	Joint Director of Public Health					2,071,185	19	486,728	2,557,913

Appendix C2: Proposed financial position

Area	Role	Lower Grade	Lower Salary	Upper Grade	Upper Salary	Assumed Salary	FTE	On-costs	Total cost
SCB	Chief Executive	CE1		CE3		187,613	1	44,089	231,702
SCB	Strategic Director for Commissioning	LBB2 (1)	148,464	LBB2 (3)	158,464	158,464	1	37,239	195,703
SCB	Chief Operating Officer	LBB2 (1)	148,464	LBB2 (3)	158,464	158,464	1	37,239	195,703
Delivery units	Director for Family Services	LBB3 (1)	124,870	LBB3 (3)	134,870	124,870	1	29,344	154,214
Delivery units	Director for Streetscene	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
Delivery units	Director for Adults & Communities	LBB3 (1)	124,870	LBB3 (3)	134,870	124,870	1	29,344	154,214
Delivery units	Director for Education and Skills	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
Commissioning	Commissioning Director (Children & Young People)	LBB3 (1)	124,870	LBB4 (3)	130,870	124,870	1	29,344	154,214
Commissioning	Commissioning Director (Growth and Development)	LBB3 (1)	124,870	LBB4 (3)	130,870	124,870	1	29,344	154,214
Commissioning	Commissioning Director (Adults & Health)	LBB3 (1)	124,870	LBB4 (3)	130,870	124,870	1	29,344	154,214
Commissioning	Commissioning Director (Environment)	LBB3 (1)	124,870	LBB4 (3)	130,870	124,870	1	29,344	154,214
COO	Director for Strategy	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
COO	Deputy Chief Operating Officer	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
COO	Commercial and Customer Services Director	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
COO	Director of Assurance	LBB4 (1)	103,846	LBB4 (3)	113,846	108,846	1	25,579	134,425
COO	Head of Communications & Marketing	LBB6(1)	71,511	LBB6 (3)	79,457	79,457	1	18,672	98,129
Commissioning	Joint Director of Public Health						1		
						1,992,047	18	468,131	2,460,178
						Change	(1)	(18,597)	(97,735)

All grades and salaries are indicative and subject to job evaluation and the application of the council's pays Policy Statement in respect of market comparisons and conditions. The council's market factor supplement policy may apply.

London Borough of Barnet

Commissioning Group and other senior positions

Final Proposals for Committee Approval

October 2014

1.0 EXECUTIVE SUMMARY INFORMATION

1.1 OFFICERS

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

1.2 EXECUTIVE SUMMARY

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

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

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

1.3 CONSULTATION SUMMARY

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

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

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

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

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

A summary of the changes is set out below:

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

1.4 FINAL PROPOSED STRUCTURE AND FUNCTIONS

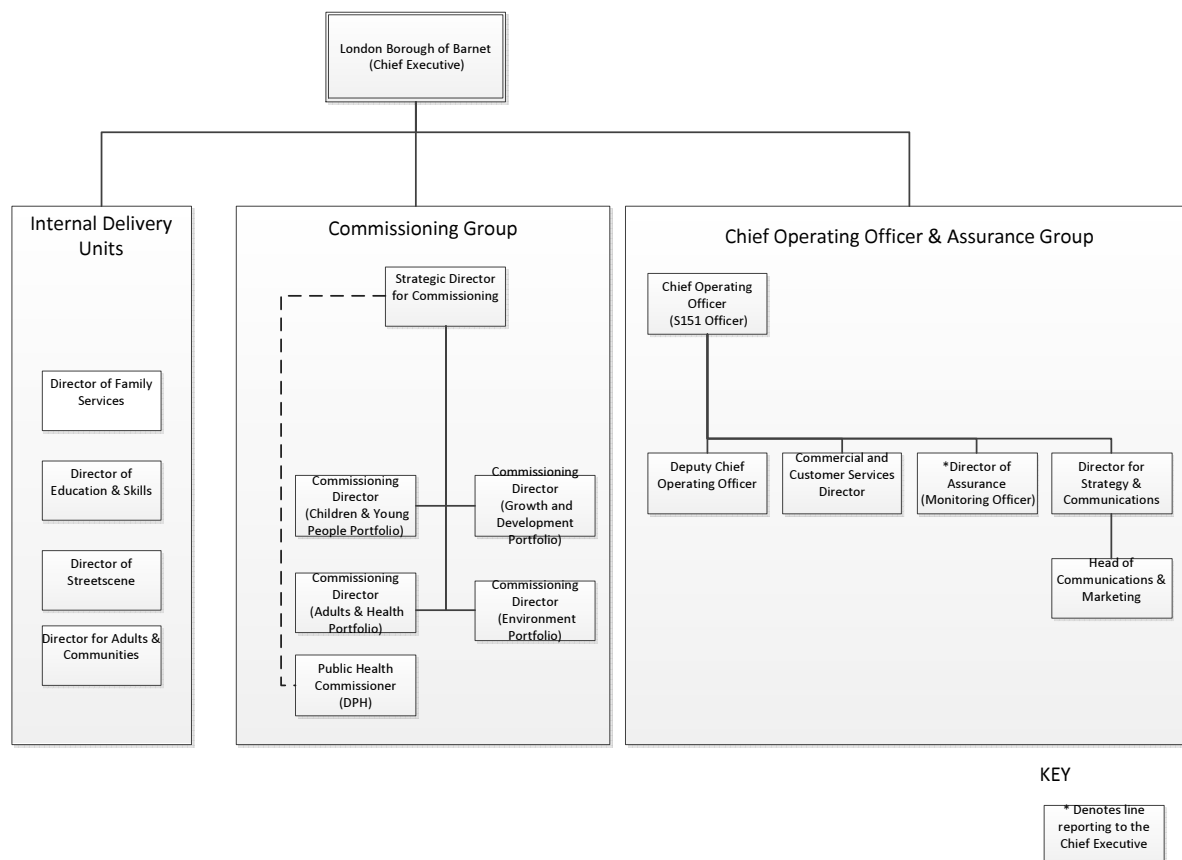
The final structure recommended to the General Functions Committee broadly follows the proposals with these changes following consultation:

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

Therefore the final portfolios are as follows:

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

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



Other considerations arising from the consultation were:

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

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

1.5 CHIEF OFFICERS AND STATUTORY OFFICERS

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

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

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

APPENDICES

October 2014

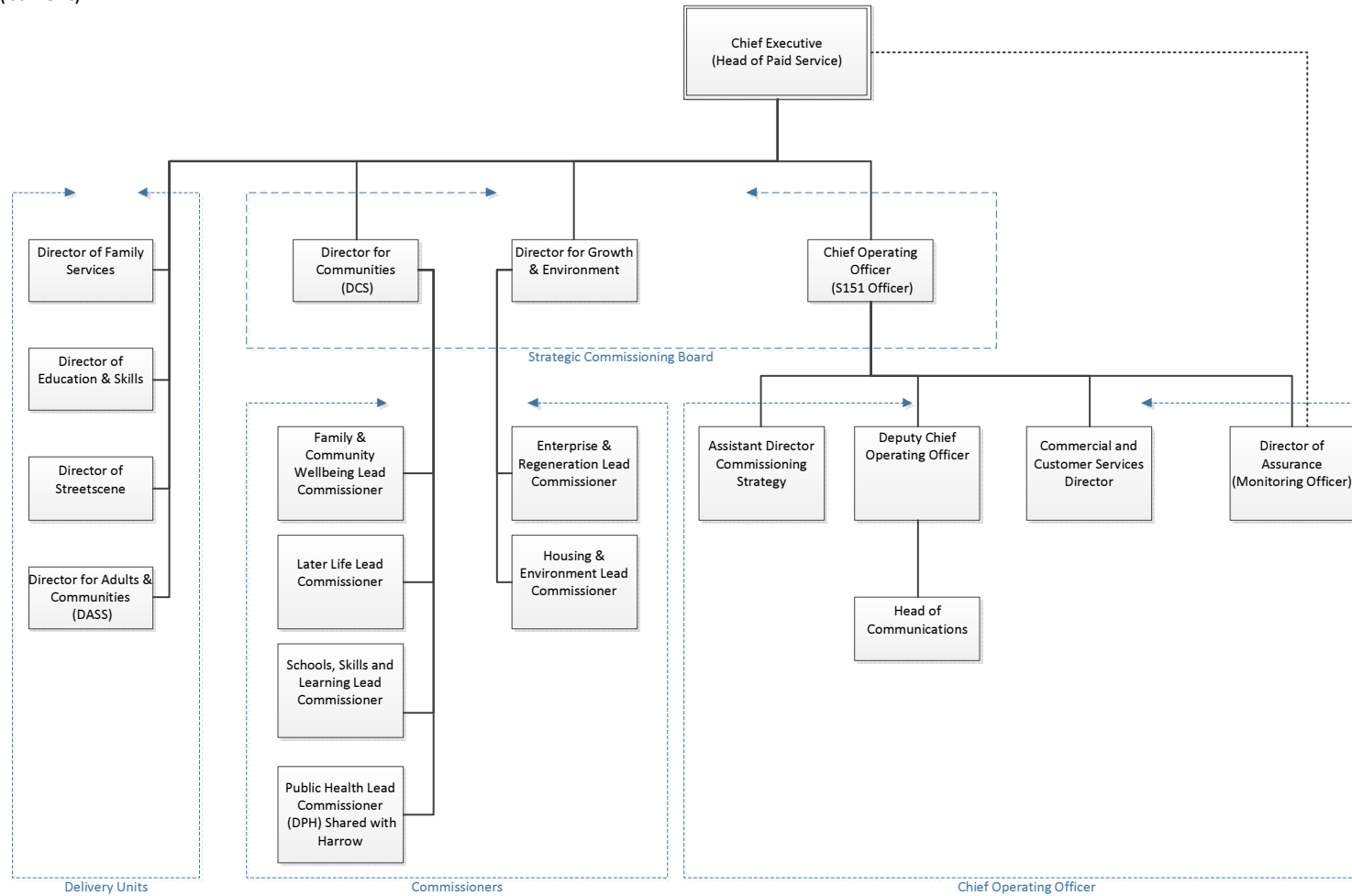
EXITING STRUCTURE – A1

FINAL STRUCTURE – A2

FINANCIAL INFORMATION – A3

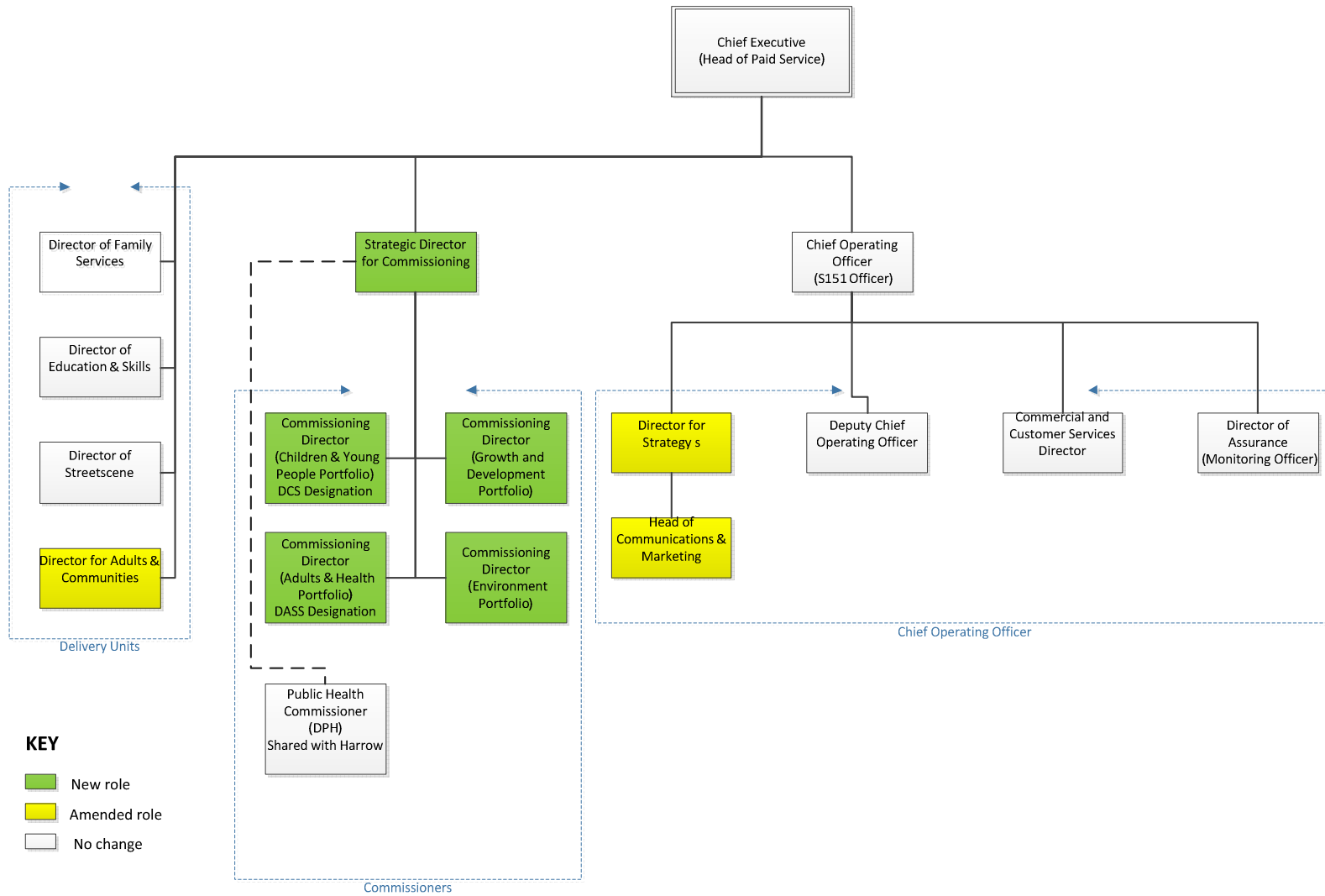
Appendix A: Existing Structure

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

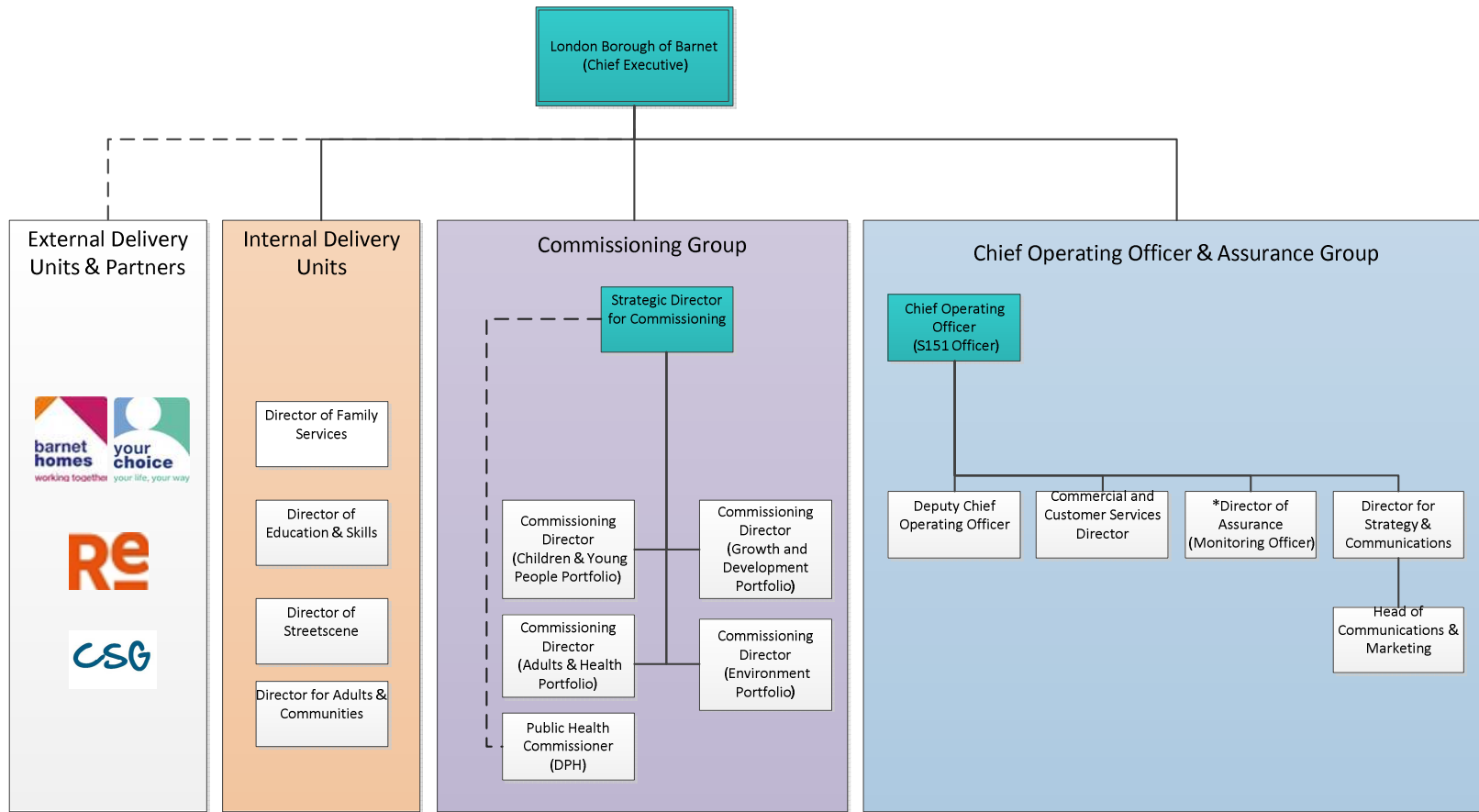


Appendix B: Proposed Future Structure

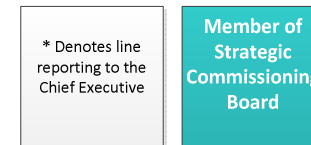
London Borough of Barnet
 Top-Level Organisational Chart
 April 2015



Appendix B: Future Functional Organisation



KEY



Appendix C1: Financial Evaluations

Current financial position of existing roles (within scope)

Area	Role	Lower Grade	Lower Salary	Upper Grade	Upper Salary	Current Grade	FTE	On-costs	Total cost
SCB	Chief Executive	CE1		CE3		187,613	1	44,089	231,702
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COO	Commercial and Customer Services Director	LBB4 (1)	103,846	LBB4 (3)	113,846	113,846	1	26,754	140,600
COO	Director of Assurance	LBB4 (1)	103,846	LBB4 (3)	113,846	103,846	1	24,404	128,250
COO	Head of Communications	LBB6(1)	71,511	LBB6 (3)	79,457	79,457	1	18,672	98,129
Delivery Units	Director for Adults & Communities	LBB3 (1)	124,870	LBB3 (3)	134,870	124,870	1	29,344	154,214
Delivery Units	Director of Streetscene	LBB5 (1)	85,139	LBB5 (3)	94,599	94,599	1	22,231	116,830
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Commissioning	Joint Director of Public Health						1		
						2,071,185	19	486,728	2,557,913

Appendix C2: Proposed financial position

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

Joint Director of Public Health

71,511

		1		
	1,969,999	18	462,950	2,432,949
Change	(101,186)	(1)	(23,779)	(124,965)

Equality Analysis (EqA) Questionnaire

Please refer to the guidance before completing this form.

1. Details of function, policy, procedure or service:	
Title of what is being assessed: SENIOR MANAGEMENT AND COMMISSIONING POSITIONS	
Is it a new or revised function, policy, procedure or service? Functional and structural changes	
Department and Section: Commissioning Structure with some effect on other areas of the Council.	
Date assessment completed: 18 June 2014	
2. Names and roles of officers completing this assessment:	
Lead officer	Mark Grimley
Stakeholder groups	Senior management (as identified in the proposals) Trade Unions Councillors
Representative from internal stakeholders	Individuals Trade Unions (GMB, Unison)
Representative from external stakeholders	Not applicable
Delivery Unit Equalities Network rep	Not applicable
Performance Management rep	Not applicable
HR rep (for employment related issues)	Susan White
3. Full description of function, policy, procedure or service:	

The proposals to restructure the Commissioning Group, with associate impacts on statutory functions within the Delivery Units, other commissioning functions and lower tier structures. The full proposal is set out in the report with the rationale.

17 employees are within the tiers affected, with 10 positions having no change, 1 position having minor changes to responsibilities and 7 positions directly affected. Of those 7 positions, there is a proposed net reduction of 2 posts.

4. How are the equality strands affected? *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	No	The proposals affect employees aged 32 to 57 years old. The average age of the group is 46.7 years. Those directly affected with potential risk of redundancy have an average age of 48 years.	There is no direct or indirect impact on any particular age group.
2. Disability	No	The are no members of this group with a declared disability.	Not applicable.
3. Gender reassignment	No	The are no members of this group with a declaration of gender reassignment, or potential gender reassignment.	Not applicable.

4. Pregnancy and maternity	No	There are no known members of the group in this position.	Not applicable.
5. Race / Ethnicity	No	There are no known members of the group in this position.	Not applicable.
6. Religion or belief	No	There are no known members of the group in this position.	Not applicable.
7. Gender / sex	No	There are 10 females and 7 males affected by these proposals. Those directly affected with a potential risk of redundancy are 5 females and 2 males, in proportion to the distribution of the gender profile.	Not applicable.
8. Sexual orientation	No	There is no bias towards any particular sexual orientation identified.	Not applicable.
9. Marital Status	No	There is no bias towards any particular marital status identified.	Not applicable.
10. Other key groups?	No	Not applicable.	Not applicable.

5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?
No direct impact on residents.
6. How does the proposal enhance Barnet's reputation as a good place to work and live?
Delivering value for money, reduced management overheads, greater accountability for commissioning, outcomes and performance management.
7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?
Stronger role for commissioners and accountability for outcomes for Barnet residents.
8. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? <i>Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 15)</i>
<i>The effectiveness of the Commissioning Group and Delivery units is scrutinised by Councillors.</i>
9. How will the new proposals enable the council to promote good relations between different communities? <i>Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.</i>

No direct or indirect impact.

10. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

Not required.

Overall Assessment

11. Overall impact		
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact X

12. Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

13. Outcome			
No change to decision X	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

14. Please give full explanation for how the overall assessment and outcome was decided
Analysis of individual members of staff in the positions outlined within the report.

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

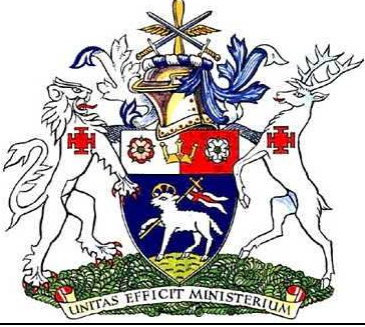
15. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when

1st Authorised signature (Lead Officer) Andrew Travers	2nd Authorised Signature Mark Grimley
Date:	Date:

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	<p>General Functions Committee 13 October 2014</p>
<p>Title</p>	<p>Vacancies on School Governing Bodies</p>
<p>Report of</p>	<p>Head of Governance</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Appendix A - List of Ordinary Vacancies on School Governing Bodies</p>
<p>Officer Contact Details</p>	<p>Maria Lugangira, Governance Officer maria.lugangira@barnet.gov.uk 020 8359 2761</p>

<p>Summary</p>
<p>The Committee is asked to consider making appointments to various School Governing Bodies.</p>

<p>Recommendations</p>
<p>1. That the Committee make appointments to fill the vacancies shown in appendix A.</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 Any vacancies that arise must be appointed to ensure that a schools governing body is able to perform its duty in an efficient and effective manner.

2. REASONS FOR RECOMMENDATIONS

- 2.1 All state maintained primary, secondary and special schools, are accountable to their governing bodies, which in turn are accountable to parents and the community. Parent and staff representatives are elected to the governing body; the local authority appoints governors to the governing body and the relevant faith bodies appoint foundation governors in faith schools.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable

4. POST DECISION IMPLEMENTATION

- 4.1 The Governing Body Clerking service are notified of the appointments.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 To ensure that the Council has robust governance arrangements, that enable the Council to deliver its objectives set out in the Corporate Plan, the Council's decision making structures should be kept under review to ensure that they provide effective opportunities for resident participation and engagement.

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

- 5.2.1 None in the context of this report

5.3 Legal and Constitutional References

- 5.3.1 The council's constitution, Responsibility for Functions, General Functions Committee discharging various functions including the appointing of representatives to School Governing Bodies

- 5.3.2 There no legal references in the context of this report.

5.4 Risk Management

- 5.4.1 None in the context of this report

5.5 Equalities and Diversity

- 5.5.1 All sectors of the community are eligible for nomination to the vacancies. It is

expected that all political parties promote equalities and diversity when making nominations to vacancies.

5.6 Consultation and Engagement

5.6.1 Not applicable

6. BACKGROUND PAPERS

6.1 None

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APPENDIX A

The Committee is asked to make appointments to fill the vacancies shown shaded grey.
Governor Support Service is invited to nominate a representative after a position has been vacant for three months or more

AKIVA PRIMARY SCHOOL					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
Councillor Gabriel Rozenberg (C) 13/09/2012 to 26/04/2014	Resigned				

ANNUNCIATION CATHOLIC JUNIOR SCHOOL					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
Ms Eileen Doyle (L) 12/01/2010 to 11/01/2014	Resigned				

BEIT SHVIDLER					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
Mr Darrel Yawitch (C)	Resigned				

BISHOP DOUGLAS					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
Mr Phil O'Connor 01/09/2010 to 31/08/2014	Resigned				

* Governor Support Services has indicated that Mr O'Connor wishes to be reappointed.

BRUNSWICK PARK					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
*Mr Robert Pavitt (C) 01/09/2010 to 31/08/2014	Expired				
Mr Barry Evangelì (C) 29/01/2013 to 28/01/2017					
Councillor Lisa Rutter (C) 22/07/2013 to 21/07/2017					

* Governor Support Services has indicated that Mr Pavitt wishes to be reappointed.

MONKEN HADLEY CE SCHOOL					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
Mrs Rosemary Gwilliam (C) 01/09/2010 to 31/08/2014	Expired				

* Governor Support Services has indicated that Mr O'Connor wishes to be reappointed.

MOSS HALL INFANT					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
Ms Joy Court (GS) 25/10/2010 to 24/10/2014	Expiring				
Mr Rick Deller (C) 25/10/2010 to 24/10/2014					
Mr Jason Kelvin (GS) 29/03/2012 to 29/03/2016					

* Governor Support Services has indicated that Ms Court wishes to be reappointed.

MOSS HALL JUNIOR					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
Ms Rohini Abeyasinghe (L) 01/09/2010 to 31/08/2014	Expiring				
Councillor Zakia Zubairi (L)					
Mrs Daisy Beswick (C) 16/01/2012 to 16/01/2016					

NORTHSIDE PRIMARY SCHOOL			
Current Representative & Period of Appointment	Status	Nominations	
		Labour	Liberal Democrat
Councillor Alon Or-bach (L) 30/8/2010 to 31/08/2014	Expired	Conservative	Gov Support
Councillor Ross Houston (L) 09/03/2011 to 08/03/2015			
Ms Margaret Pond (C) 22/07/2013 to 21/07/2017			

NORTHWAY SCHOOL			
Current Representative & Period of Appointment	Status	Nominations	
		Labour	Liberal Democrat
Mr Colin Page 09/03/2011 to 08/03/2015	Resigned	Conservative	Gov Support

ROSH PINAH			
Current Representative & Period of Appointment	Status	Nominations	
		Labour	Liberal Democrat
Mr Andrew Harper (C) 22/07/2013 to 21/07/2017	Resigning	Conservative	Gov Support

ST JOHNS CE (N11)						
Current Representative & Period of Appointment	Status	Nominations				
		Labour	Conservative	Liberal Democrat	Gov Support	
Mr Tony Vourou (L) 16/09/2010 to 16/09/2014	Expired					
Mr Adam Rynhold (C) 25/10/2010 to 24/10/2014						

* Governor Support has indicated that Mr Vourou wishes to be reappointed.

ST MARY'S CE PRIMARY SCHOOL, N3						
Current Representative & Period of Appointment	Status	Nominations				
		Labour	Conservative	Liberal Democrat	Gov Support	
Ms Sandy Barker (L) 01/09/2010 to 31/08/2014	Resigned					Ms Christine Hanison
Mr Nigel Widish (GS) 13/09/2012 to 12/09/2016						

WOODRIDGE PRIMARY SCHOOL						
Current Representative & Period of Appointment	Status	Nominations				
		Labour	Conservative	Liberal Democrat	Gov Support	
Mrs Nita Khiroya (C) 2/11/2010 to 1/11/2014	Expiring					
Mr Keith Hill (GS) 19/03/2013 to 18/03/2017						

* Governor Support has indicated that Ms Nita Khiroya wishes to be reappointed.