

**MEETING**

**GENERAL FUNCTIONS COMMITTEE**

**DATE AND TIME**

**TUESDAY 23 JUNE 2015**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ**

**TO: MEMBERS OF GENERAL FUNCTIONS COMMITTEE (Quorum 3)**

Chairman: Councillor Joan Scannell  
Vice Chairman: Councillor Wendy Prentice

Councillor Richard Cornelius      Councillor Kathy Levine      Councillor Charlie O-Macauley  
Councillor Barry Rawlings      Councillor Daniel Thomas

**Substitute Members**

Councillor Geoff Cooke      Councillor Tom Davey      Councillor David Longstaff  
Councillor John Marshall      Councillor Alison Moore      Councillor Alon Or-bach

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

**Andrew Charlwood – Head of Governance**

Governance Service contact: Sarah Koniarski 020 8359 7574 [sarah.koniarski@barnet.gov.uk](mailto:sarah.koniarski@barnet.gov.uk)

Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes	1 - 6
2.	Absence of Members	
3.	Disclosable Pecuniary interests and Non Pecuniary interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Social Worker Recruitment and Retention	7 - 18
7.	Early Years Review	19 - 54
8.	Action Taken Under Delegated Powers by an Officer	55 - 64
9.	Vacancies on School Governing Bodies	65 - 74
10.	Members Item (if any)	
11.	Any item(s) that the Chairman decides is urgent	

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## Decisions of the General Functions Committee

23 March 2015

Members Present:-

AGENDA ITEM 1

Councillor Joan Scannell (Chairman)  
Councillor Wendy Prentice (Vice-Chairman)

Councillor Richard Cornelius      Councillor Barry Rawlings  
Councillor Kathy Levine          Councillor Daniel Thomas  
Councillor Alison Moore  
(substituting for Councillor  
Chalie O-Macauley)

Apologies for Absence

Councillor Charlie O-Macauley

### 1. MINUTES

**RESOLVED** that the minutes of the meeting held on 18 February 2015 be agreed as a correct record.

### 2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Charlie O-Macauley who was substituted for by Councillor Alison Moore.

### 3. DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

Councillor Barry Rawlings declared a non-pecuniary interest in relation to agenda item 7 (Establishment of a Local Pension Board) as he was a member of the UNISON union.

Councillors Richard Cornelius, Joan Scannell and Daniel Thomas declared a non-pecuniary interest in agenda item 7 (Establishment of a Local Pension Board) as they were members of the Local Government Pension Scheme.

### 4. REPORT OF THE MONITORING OFFICER (IF ANY)

None

### 5. PUBLIC QUESTION AND COMMENTS (IF ANY)

None

### 6. MEMBERS' ITEMS (IF ANY)

None

## 7. ESTABLISHMENT OF LOCAL PENSION BOARD

The Head of Governance introduced the report and highlighted the key features of the proposals.

The Human Resources Director reported comments received from UNISON and GMB union representatives in response to the proposed Local Pension Board structure options as set out in the report. It was noted that the trade union representatives were unable to attend the meeting owing to conflicting schedules, but had broadly expressed support for Option 2 with regard to the composition of the Board, provided the employee side included trade union representation.

Officers clarified that the Local Pension Board Members would receive the same allowance as co-opted and independent members of committees which was £127 per meeting.

Following debate, the Chairman moved the following amendment to the recommendation 3 set out in the report:

“That the Committee approve the Pension Board Code of Conduct, Conflicts of Interests Policy together with the Training Policy and that the process of selecting non-councillor board members be delegated to the monitoring officer, following consultation with the Chairman of the General Functions Committee”

The proposed amendment was duly seconded.

Votes were recorded as follows:

For	4
Against	0
Abstention	3

Following debate, the Chairman moved that the Committee support the adoption of Option 1 as detailed in the report. The proposed amendment was duly seconded.

Votes were recorded as follows:

For	4
Against	3
Abstention	0

### **RESOLVED that:**

- 1. The Committee approve the establishment of a Pension Board with the terms of reference set out in Appendix 2 of the report composed in accordance with Option 1 (as detailed in Section 4.1 of Appendix 2);**
- 2. The Committee agree to the appointment of a councillor (not being a member of the Pension Fund Committee) as one of the council representatives on the Board;**

3. That the Committee approve the Pension Board Code of Conduct, Conflicts of Interests Policy together with the Training Policy and that the process of selecting non-councillor Board Members be delegated to the monitoring officer, following consultation with the Chairman of the General Functions Committee; and
4. That the Committee approve the draft work plan for the first year of the Pension Board as set out in Appendix 3 of the report.

## 8. MEMBERS' INFORMATION MANAGEMENT POLICY

The Head of Governance introduced the report and highlighted the key features of the proposed policy amendments.

The Committee considered the report and asked questions which were responded to by the Head of Governance and the Assistant Director of Finance.

The Assistant Director of Finance undertook to ascertain whether an obligation for Members and officers to use secure methods of communication when sending or receiving sensitive data was dealt with in another policy and if not, to amend the Members' Information Management Policy accordingly.

The Committee indicated its support for the Chairman's proposal to amend the report through the deletion of paragraphs 1.3 and 1.4 of the report of officers.

Following consideration, a motion was proposed and seconded to:

- Amend recommendation 2 to add at the end of the sentence "In consultation with the Chairman of the General Functions Committee";
- Amend the process for making an appeal against a decision not to disclose non-committee information (Section 7.1 ii) refers) of the proposed policy; and
- Approve the policy as amended.

Votes were recorded as follows:

For	4
Against	0
Abstention	3

### RESOLVED that:

1. The Committee agree that Section 7.1 ii) of the Members Information Management Policy (Appeal against a decision to not disclose non-committee information) be amended as follows:
  - (i) Delete the words 'whose view will be final' from the third sentence so that it instead reads "The SIRO will decide whether the requested information can be provided to the member and whether any redactions should be made to enable more information to be provided."

(ii) Add the following paragraphs to the end of the section: “Should the SIRO form the opinion that the member concerned does not have a ‘need to know’ or ‘for some other reason’ then the SIRO must prepare a report for the CE who must investigate this further and notify the member of his findings.” and “Should the member concerned disagree with the findings of the CE then they shall have the right to have their request re-heard by the General Functions Committee who will make the final decision.”

2. That the existing Members’ Information Management Policy be withdrawn and the Members’ Information Management Policy (attached as Appendix 1 of the report and as amended above) be approved; and
3. That the Head of Information Management be requested to make and implement any minor amendments to the policy following consultation with the Chairman of the General Functions Committee.

## 9. VACANCIES ON SCHOOL GOVERNING BODIES

Nominations for representatives on school governing bodies where vacancies had arisen had been circulated to the Committee.

A vote was taken in relation to one contested vacancy in respect of Oaklodge School. The Conservative Group nominated Mr Pranay Subedi. The Labour Group proposed Ms Sue O’Halloran. Votes in respect of the appointment of Mr Subedi were recorded as follows:

For	4
Against	2
Abstention	1

**RESOLVED that:**

1. The following appointments set out in the schedule were made:

	School	Appointment
1.	Blessed Dominic Catholic School	Councillor Ammar Naqvi
2.	Edgware Primary School	Dr Aruna Ajitsaria MBE
3.	Martin Primary School	Councillor Alon Or-Bach
4.	Moss Hall Infant School	Mr Pranay Subedi
5.	Pardes House School	Councillor Anthony Finn
6.	St John’s CE School	Mr Adam Rynhold
7.	Mapledown School	Mapledown School
8.	Oaklodge School	Mr Pranay Subedi
9.	St Mary’s High School	Mr Richard Martyn
10.	St Andrew’s CE School	Mr Matthew Knight

**2. The following appointments set out in the schedule were deferred:**

	<b>School</b>
1.	<b>Moss Hall Junior School</b>
2.	<b>St Joseph's Catholic Primary School</b>
3.	<b>St Paul's CE School</b>
4.	<b>St Theresa's Catholic School</b>

**10. CALENDAR OF MEETINGS 2015/16**

To assist forward planning, the committee expressed a wish that future calendars extend to the end of the 2017/18 municipal year. The Head of Governance confirmed that once Council had approved the calendar of meetings draft calendars for the 2016/17 and 2017/18 municipal years would be drafted.

The Committee requested that officers investigate the feasibility of scheduling meeting dates in respect of the Health Overview and Scrutiny Committee with the Health and Well-being Board. It was suggested that the committee could meet in advance of the board meetings with a view to providing comments on items due to be considered by the Board.

The Committee proposed that the draft calendar of meetings be reported to the forthcoming Council meeting on 14 April 2015.

**RESOLVED that:**

- 1. The Committee note the draft calendar of meetings 2015/16;**
- 2. The Head of Governance be requested to investigate the feasibility of realigning the scheduled meeting dates in respect of the Health Overview and Scrutiny Committee with the Health and Well-being Board and advise the General Functions Committee Chairman accordingly; and**
- 3. That the draft calendar of meetings 2015/16 be presented to Council for consideration at its meeting on 14 April 2015.**

**11. ITEM(S) THE CHAIRMAN DEEMS URGENT**

The Chairman accepted an urgent item from the Head of Governance concerning an appointment to an outside body.

The Head of Governance informed the Committee that the Jesus Hospital Charity had requested that Councillor Brian Salinger be re-appointed as a trustee to the charity. The appointment had expired on 7 March 2015. The charity was scheduled to take some significant decisions which necessitated the participation of a council representative. This decision-making was required before the next scheduled meeting of Council or the General Functions Committee.

The Head of Governance confirmed that he had informed political group secretaries of the vacancy and that no additional nominations had been received.

A motion to appoint Councillor Brian Salinger as a trustee to the Jesus Hospital Charity was proposed, seconded and carried.

**RESOLVED to appoint Councillor Brian Salinger as a trustee to the Jesus Hospital Charity for period of four years from 23 March 2015 to 22 March 2019.**

The meeting finished at 7.50 pm



	<p>AGENDA ITEM 6</p> <p style="text-align: center;"><b>General Functions Committee</b></p> <p style="text-align: center;"><b>23 June 2015</b></p>
<b>Title</b>	<b>Social Worker Recruitment and Retention</b>
<b>Report of</b>	Nicola Francis, Family Services Director Mark Grimley, Human resources Director
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Appendix 1: Family Services: Social Work Pay Assessment
<b>Officer Contact Details</b>	<p>Nicola Francis <a href="mailto:Nicola.francis@barnet.gov.uk">Nicola.francis@barnet.gov.uk</a> 0208 359 5671</p> <p>Mark Grimley <a href="mailto:Mark.grimley@barnet.gov.uk">Mark.grimley@barnet.gov.uk</a> 0208 359 7918</p>

<b>Summary</b>
<p>This report sets out a proposal to implement a revised scheme for market factor supplements for key roles within Children’s Social Care (Family Services Delivery Unit) where there are shortages of qualified and experienced social workers, reflecting national trends.</p> <p>The reason for applying a market factor relates to difficulties in recruiting and retaining high quality children’s social workers who are responsible for some of the most vulnerable and high risk cases.</p> <p>The Council has reviewed the current market position and used benchmark data from comparable authorities to provide a rationale for the application of a market factor supplement.</p> <p>The addition of the supplement is expected to be eroded through the Council’s longer term pay and terms and conditions strategy current being negotiated.</p> <p>At the same time, this report sets out some broader actions to improve our ability to attract candidates to vacant social work roles.</p>

## **Recommendations**

- 1. That the Committee recommends to Policy and Resources Committee that a market factor supplement within the Family Services Delivery Unit be applied as follows:**
  - i) For positions within the Intervention and Planning Team from level 2 social workers up to deputy team manager level, a market factor supplement is applied that matches the upper quartile for the outer London market, funded from an allocation from risk reserve of up to £217,442 with effect from the 1 August 2015.**
  - ii) For all other posts within the remaining Family Services social work workforce above level 2 social workers up to team manager level, a market factor supplement is applied that matches the median for the outer London market, funded from an allocation from risk reserve of up to £274,928 with effect from the 1 August 2015.**
  
- 2. That the Chief Operating Officer includes the General Functions Committee recommendation in the amendments to the budget allocations section of the Business Planning report due to be considered by the Policy and Resources Committee on 9 July 2015.**

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

- 1.1 The Council is currently experiencing a challenge in recruiting and retaining experienced, qualified social workers within Children's Social Care, part of the Family Services Delivery Unit. A review has been undertaken to ascertain why this challenge persists. It is clear that remuneration is a key factor affecting recruitment and retention. This report sets out recommendations to address these issues by introducing a market factor supplement for social work posts in Family Services.
  
- 1.2 Under the Council Pay Policy Statement 2015/16 (Section 3.18 Market Factor Supplements) the application of any additional pay related to market factors must be set against a rationale.

### **2. REASONS FOR RECOMMENDATIONS**

- 2.1 This report recommends that the General Functions Committee approve that Family Services apply market factor supplements to social work posts with a view to improving the approach to addressing the issue of recruiting experienced social workers and the financial implications.
  
- 2.2 Subject to the endorsement of the recommendations outlined in this report, the Chief Operating Officer (Section 151) will reflect the amendments in the budget allocations section of the Business Planning report due to be considered by the Policy and Resources Committee on 9 July 2015.

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

- 3.1 The Council has, to date, addressed the shortage of experienced, qualified social workers through the use of agency staff and through a standard recruitment campaign.
- 3.2 A key area of any OFSTED inspection will be the resource mix for those social workers responsible for vulnerable groups. Whilst it is accepted that there will be a need for agency workers to cover some roles, for specific reasons the long-term reliance on agency workers is not accepted as best practice and the Council must have in place a sustainable approach to attracting and retaining key groups of staff.
- 3.3 The current campaign 'Barnet: Play Your Part' used during past year to attract children's social worker applicants has had limited impact. The position in London and neighbouring counties is highly competitive and Barnet's current position in the market is not strong enough to attract experienced children's social workers.
- 3.4 The option of maintaining the current salary position has been considered, however, following a benchmarking exercise (set out in Appendix 1 of this report) it is clear that Barnet Council is currently within the lower-quartile of the pay offer within London. As such, Barnet is unlikely to attract and retain qualified workers whilst in this position. Comparatively, Barnet's neighbouring boroughs are more likely to attract experienced candidates. Three of Barnet's neighbouring boroughs are in the upper-quartile in their total offer to candidates.

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

- 4.1 Should the recommendation ultimately be approved by the Policy and Resources Committee, recruitment to vacant social work, deputy team manager and team manager posts in Family Services will be advertised including the revised market factor supplement rates.
- 4.2 The current social work workforce will have the relevant higher rates of market factor supplement applied with effect from 1 August 2015.<sup>1</sup>

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

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

- 5.1.1 The Council's Corporate Plan sets out its vision for delivering its objectives. There are three areas particularly related to Family Services' delivery:

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<sup>1</sup> The decision in this report applies to Social Workers, Advanced Social Workers Practitioners, Deputy Managers and Team Managers employed as qualified social workers in social work posts in the Family Services delivery unit. It excludes both Newly Qualified Social Workers and those persons who may hold a social work qualification who are in a post that does not require a social work qualification.

- I. The Council will continue to ensure a great start in life for every child and that young people are well prepared for adulthood.
  - II. Safeguarding arrangements for vulnerable young people will continue to be effective and robust, with greater interface between statutory services, for example Social Care and Youth Offending teams working together to identify and support young people who might be at risk.
  - III. There will be a range of services to identify and address, at an early stage, any issues that may impede a successful childhood, provided through a well-trained, high quality workforce.
- 5.1.2 To deliver the Corporate Plan requirements for Family Services, it is essential that the Council employs sufficient numbers of qualified and experienced social workers who are able to make appropriate decisions in the best interests of those children and young people for whom the Council is responsible.

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

- 5.2.1 These proposals commit the Council to funding a short-term (in-year) position to address the immediate need to attract and retain social workers in key positions pending a longer-term pay strategy being implemented through the Unified Reward Project.
- 5.2.2 To specifically address the recruitment and retention issues for social work posts within the department, the base budget for Family Services will require a one off in year allocation of £492,370 from risk reserve. This budget virement will need to be approved by the Policy and Resources Committee in July.

## **5.3 Legal and Constitutional References**

- 5.3.1 In accordance with Appendix A to the Responsibility for Functions section of Barnet Council's Constitution the General Functions Committee has responsibility for decisions related to the pay and terms and conditions of employment for staff, including remuneration on recruitment increases. Where decisions have a significant impact on the Pension Fund and/or Council budget, decisions will be subject to agreement also by the Pension Fund Committee and/or Policy and Resources Committee.

## **5.4 Risk Management**

- 5.4.1 Ensuring the Council has a high quality, experienced and qualified children's social care workforce is imperative to managing the risks to children, young people and families within the borough. Experienced social workers are more able to deliver effective interventions and take appropriate action to protect vulnerable young people, as well as controlling costs and effectively using resources.

5.4.2 Any inspection of the Council, most notably OFSTED, may raise concerns if it has not considered how it recruits and retains a skilled workforce that is able to work with young and vulnerable people. The long-term reliance on agency staff will not be seen as an adequate solution for resourcing plans.

5.4.3 Ensuring there is continuity of social work support for children and young people, is important to secure good outcomes for children. A reliance on agency staffing can disrupt case planning and can result in poor outcomes, as well as increasing the cost of delivery.

## **5.5 Equalities and Diversity**

5.5.1 The Council has in place a job evaluation scheme to ensure equality of pay and reward across the workforce. Where there is a variation from the grading of the role against the pay structure, we must be able to objectively demonstrate a need and rationale for this action. This report sets out the reasons for increasing the total remuneration of key groups of social workers within the current market.

## **5.6 Consultation and Engagement**

5.6.1 The Chief Operating Officer has been consulted about the affordability of these proposals.

## **6 BACKGROUND PAPERS**

6.2 The committee's attention is drawn to local government practice and guides about the attraction, recruitment, retention and development of the social care workforce:

Local Government Association/PPMA: Recruiting and Retaining Social Workers (February, 2015)

Local Government Association: Social Work: A toolkit for workers and employers (October, 2014)

### FAMILY SERVICES: SOCIAL WORK PAY ASSESSMENT

#### 1. INTRODUCTION

- 1.1 In December 2014, the Council's General Functions Committee approved the restructure of Family Services to achieve savings of £2.2million. That decision has now been implemented, along with an increased focus on performance management within the Delivery Unit to provide better value for money and improve services for children and young people, particularly the most vulnerable residents.
- 1.2 Following the restructure, Family Services identified a number of vacancies that were being covered through agency staff that would need to be recruited into a permanent post. A recruitment campaign has been undertaken going out to the market for the recruitment of experienced social workers, particularly for those working on child protection and court cases. However, this has proven difficult. This is the predominant work of the Intervention and Planning teams where there is a continuation of vacancies.
- 1.3 Fortunately it has been possible to recruit a number of agency staff to cover these vacancies, and there are some roles under offer; however this high use of agency staff (34 FTE across the social work qualified roles<sup>2</sup>) is not financially sustainable nor is it an effective approach to driving up the quality of practice and continuous improvement within the Delivery Unit.
- 1.4 It is therefore essential to ensure that all of the required components are in place to attract and recruit high quality experienced children's social workers to Barnet. One of the key components of this is an attractive and competitive pay offer. This paper discusses the position of Barnet regarding children's social work pay compared to London comparators and makes recommendations regarding a new offer for Barnet.
- 1.5 The Council's position and overall offer within the current market has been reviewed. The research, summarised within this paper, sets out a number of key issues:
- (i) There is a national shortage of experienced, qualified social workers and the situation has worsened over recent years
  - (ii) Best practice to recruit and retain social workers is a package of activities includes pay, career development, job security and work-life balance
  - (iii) A number of high-prolife recruitment campaigns by local authorities have been successful in attracting social workers
  - (iv) The current Barnet position on pay within the market is lower-quartile and Barnet is losing experienced children's social workers to neighbouring authorities whilst failing to replace them

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<sup>2</sup> Correct as of 13/05/15

## 2.0 CURRENT RESOURCE POSITION

- 2.1 Family Services has recently implemented a service transformation across the whole continuum of care from early intervention and youth and family support to social care, to ensure that Family Services is best configured to support children and young people to achieve positive outcomes, in line with quality assurance frameworks, including Ofsted.
- 2.2 The changes made to the organisational structure were to raise the quality of outcomes for children and families placing the Family Services Delivery Unit on a sustainable footing through:
- Close senior management oversight of frontline service delivery
  - Strengthening the management arrangements for front line delivery teams
  - Ensuring sufficient frontline social work capacity
  - Further development of workforce skills
  - Investment in quality assurance
  - Streamlining processes and improving delivery
- 2.3 Barnet has been actively pursuing recruitment within the market, although the attraction of quality candidates is currently low and only a handful of vacancies have been successfully covered through existing recruitment. A Family Services project is currently developing a recruitment campaign which will specifically target experienced children's social workers. Whilst the aim is to produce an innovative social work brand for Barnet, achievement of the campaign's objectives will be significantly influenced by an improved pay and remuneration offer for experienced social workers.
- 2.4 Barnet's pay within the market is lower-quartile and to realign this, pay incentivisation is to bring this into line with other authorities from 1 August 2015.
- 2.5 The number of vacancies across Family Services is set out, by job type, in table 2.1 below. Of note, from the 34 FTE vacancies<sup>4</sup>, 18.0 FTE of these are within the Intervention and Planning Team (covered by 13.5FTE agency staff), representing nearly 45% vacancies in this essential service. Overall, the Delivery Unit is carrying 23% vacancies in qualified and experienced social worker roles, with the majority of these covered by short-term agency arrangements.

<sup>4</sup>Correct as of 13/05/15

**Table 2.1 Current permanent vacancies for all children’s social work positions up to Team Manager<sup>5</sup>**

Team Manager	22	4	18%
Deputy Team Manager	10	2	20%
Advanced Social Worker	25	7	28%
Social Worker	81	21	26%
Newly Qualified Social Worker	12	0	0%
<b>TOTAL</b>	<b>150</b>	<b>34</b>	<b>23%</b>

### 3.0 MARKET INTELLIGENCE

3.1 As part of the London-wide benchmarking club through London Council’s, an assessment has been compiled of the market position for social work recruitment in children’s social care.

#### Agency costs

3.2 The latest research (Quarter 4, 2014) indicates that there are currently 1,418 children’s social work roles within London covered by agency staff. This has increased since the same point in 2013, by 27%. At the same time, despite agency controls through our resourcing contract with Comensura, and caps on margins applied to roles, the demand for agency workers has seen the rates for social workers rise substantially within the past 12 months. Tables 3.1 and 3.2 below and over leaf set out current London rates for agency workers per hour and convert this into equivalent salaries, the conversion calculation is based on a 37 hour working week, full time inclusive of holiday pay.

**Table 3.1 Current London rates for agency workers (excluding agency fees)**

	Minimum Hourly rate	Average Hourly Rate	Maximum Hourly Rate
Outer London	£29.34	£29.68	£35.45
Inner London	£25.36	£29.48	£30.24

<sup>5</sup>Correct as of 13/05/15



**Table 3.2 Translation of Hourly rates into equivalent salary**

	Minimum Salary Equivalent	Average Salary Equivalent	Maximum Salary Equivalent
Outer London	£56,450	£57,104	£68,205
Inner London	£48,792	£56,719	£58,181

**Table 3.3 Comparison of total Costs per worker type on the Outer London rates (against LBB experienced social worker role)**

	Minimum Salary Equivalent	Average Salary Equivalent (or mid-point)	Maximum Salary Equivalent
Outer London Agency	£56,450	£57,104	£68,205
LB Barnet Current (lower quartile)	£41,351	£43,329	£45,307
LB Barnet Proposed (upper quartile)	£48,953	£50,068	£51,182
LB Barnet Proposed (median)	£46,692	£47,822	£48,953

### Salary Levels

- 3.3 Barnet has traditionally had a low-turnover and low vacancy rate, restricting the need for a review of pay and other benefits for social workers. However, a number of factors, including intensive recruitment campaigns from other boroughs and large neighbouring counties have attracted candidates with more substantial packages. Since the end of 2013, Barnet Family Service’s social work vacancies have risen from around 8 per cent to 23 per cent of the workforce. This puts us in the top quarter of boroughs for vacancies.
- 3.4 Benchmarking against other outer London authorities indicates that Barnet is now offering the third-lowest total remuneration package and is in the lower-quartile for London.

**Table 3.4 Current Family Services social work Market Factor Supplement (MFS) showing increase to market median for Outer London**

Role	Current salary (inclusive of MFS) / £	Current MFS / £	Proposed MFS increase to market median/ £	Total MFS following adjustment/ £
Social Worker (L2)	34845	1000	3994	4994
Social Worker (L3)	38668	2000	3613	5613
Advanced Social Worker	41351	2000	3956	5956
Deputy Team Manager	42188	2000	2691	4691
Team Manager	50386	2000	358	2358

**Table 3.5 Current Family Services social work Market Factor Supplement (MFS) showing increase to upper quartile for Outer London**

Role	Current salary (inclusive of MFS) / £	Current MFS / £	Proposed MFS increase to upper quartile / £	Total MFS following adjustment/ £
Social Worker (L2)	34845	1000	6762	7762
Social Worker (L3)	38668	2000	7032	9032
Advanced Social Worker	41351	2000	6457	8457
Deputy Team Manager	42188	2000	5809	7809

#### 4.0 PAY RECOMMENDATIONS

4.1 It is recommended that the Council adopts the following approach, given the factors of the bottom-quartile pay; upper quartile vacancy rate, recent high turnover and equivalent cost of agency staff:

- (i) Adjustment of the market factor supplements applied from level 2 social workers up to deputy team manager level in Intervention and Planning to match the middle of the outer London upper quartile position, pending the outcome of the Unified Reward project that will seek to address the current issue of low-basic salary offer. The reasons for this are the continuing increase in agency costs and competition from comparable boroughs who have already offered a significantly more attractive package. This will be applied from 1<sup>st</sup> August 2015.
- (ii) All other level 2 and above social work positions are moved to the market-median position for Outer London by means of market factor supplement, pending the outcome of the Unified Reward project that will seek to address the current issue of low-basic salary offer. This will be applied from 1<sup>st</sup> August 2015.

#### 5.0 FINANCIAL IMPLICATIONS

5.1 For the Intervention and Planning Team to move to the upper quartile (assuming a mid-range point) would result in market factors of £326,163, full year cost (allowing for 8 months allocation in 2015/16 this equates to £217,442). This would be required until the implementation of the Unified Reward Project, at which point a review of market factor supplements will be required. The rationale for this is to avoid additional costs of agency workers, the cost of turnover and retain the current workforce.

**Table 5.1: Total costs (inclusive of on-costs) of moving the Intervention and Planning Team Market Factor Supplements (MFS) to the middle of upper quartile for outer London children’s social workers<sup>5</sup>**

Intervention and planning teams				
Role	Number in establishment	Cost / Social Worker MFS to middle of upper quartile salary / £	On- costs (assuming 35%) / £	Total cost / Social Worker MFS to middle of upper quartile salary / £
Social Worker (L2)	10	67,620	23,667	91,287
Social Worker (L3)	14	98,448	34,457	132,905
Advanced Social Worker	9	58,109	20,338	78,446
Deputy Team Manager	3	17,426	6,099	23,524
<b>Total cost of enhancement</b>				<b>326,163</b>

5.2 To move the rest of the social work workforce to the market median via use of a market factor supplement would result in an additional cost of £ 593,560 (including Intervention and Planning). Assuming that the Intervention and Planning supplements are addressed through the first recommendation, the total additional requirement is £412,391 (for the current financial year, for which this report relates to, this is an allocation of £274,928 for eight months). This would be required until the implementation of the Unified Reward Project, at which point a review of market factor supplements will be required. The rationale for this is to avoid additional costs of agency workers, the cost of turnover and retain the current workforce.

**Table 5.2: Total costs (inclusive of on-costs) of moving the social work Market Factor Supplement (MFS) to the market median for outer London children’s social workers.<sup>6</sup>**

Family Services social work workforce				
Role	Number in establishment	Cost / Social Worker MFS to market median / £	On- costs (assuming 35%) / £	Total cost / Social Worker MFS to market median / £
Social Worker (L2)	35	139,790	48,927	188,717
Social Worker (L3)	46	166,198	58,169	224,367
Advanced Social Worker	25	98,900	34,615	133,515
Deputy Team Manager	10	26,910	9,419	36,329
Team Manager	22	7,876	2,757	10,633
<b>Total cost of enhancement</b>				<b>593,560</b>

5.3 The cost of the short-term approach will be met in-year through allocation of the Council’s reserves by the Chief Operating Officer.

<sup>6</sup> Figures included in tables 5.1 and 5.2 are estimated and rounded up for the purposes of this report

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	<p>AGENDA ITEM 7</p> <p><b>General Functions Committee</b></p> <p><b>23 June 2015</b></p>
<p><b>Title</b></p>	<p><b>Early Years Review</b></p>
<p><b>Report of</b></p>	<p>Nicola Francis – Family Services Director</p>
<p><b>Wards</b></p>	<p>The review effects all in-house children centres:                  Parkfield - West Hendon                  Newstead - East Finchley                  Stonegrove - Edgware                  The Hyde - West Hendon                  Wingfield - Colindale</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Enclosures</b></p>	<p>Appendix 1 – Early Years Review Consultation Document                  Appendix 2 .1 – Current Early Years Structure Chart                  Appendix 2.2 – Proposed Early Years Structure Chart</p>
<p><b>Officer Contact Details</b></p>	<p>Karen Pearson  <a href="mailto:karen.pearson@barnet.gov.uk">karen.pearson@barnet.gov.uk</a>                  020 8359 2459</p>

<p><b>Summary</b></p>
<p>The report proposes changes to the Early Years Service within the Family Services Delivery Unit. Details of the proposed changes are set out in the main body of the report.</p> <p>The Family Services Director led collective and individual consultations between 13 April and 13 May 2015. The restructure would affect more than 20 employees and therefore requires consideration by General Functions Committee.</p> <p>Whilst the implementation date for this restructure is 1 September 2015, the committee is advised that transitional arrangements may be necessary to compensate for vacant positions, possible redundancies and handover of duties between current and future roles. The committee is asked to authorise the Family Services Director to take the necessary actions to implement transitional arrangements to ensure continuity of business.</p>

## **Recommendations**

- 1. That the General Functions Committee approve the proposed restructure of the council's Early Years Service, including the deletion of existing posts and the creation of new posts, as set out in Appendices 1 to 3 of this report.**
- 2. The Family Service Director be authorised to take all necessary actions to put in place transitional arrangements for the continuity of business.**

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

- 1.1 The report concerns proposed changes to the establishment of the council. The report is presented as there are more than 20 posts in scope for the restructure and therefore the approval of General Functions Committee is required before the new proposals can be implemented.

### **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The committee is asked to approve the proposed restructure which will have the effect of formally altering the council's establishment, specifically the Early Years Service. The proposed restructure addresses an identified need to develop the locality model and associated central support structures in order to further develop integrated working. This will support the council's objective to improve outcomes for Barnet's youngest and most disadvantaged children.
- 2.2 The proposed model would enable the required savings target to be achieved whilst providing the best service possible for what the council can afford, supported by having a more joined up approach for service delivery with key partners. In addition, the model allows efficiencies in management in order to minimise impact on front line staff and services. The committee is asked to consider whether the proposals, together with the underlying rationale and consultation are policy compliant and reasonable in the circumstances.

### **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) and failure to deliver improved outcomes for vulnerable children and their families.
  - 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.

The committee is asked to note that the recommended restructure has been subject to consultation and amended in light of consultation responses

received (as detailed in Appendix 3). Further, to continue with the existing arrangements would result in the retention of the current structure, without:

- the benefit of the savings indicated;
- improvements to the support children receive to achieve positive outcomes in line with Ofsted frameworks; and
- the benefits expected from implementing a locality model for service delivery.

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

4.1 Should the committee approve the proposed Early Years Service organisational structure, the following will be implemented on 1 September 2015:

- new role profiles and evaluated grading confirmed
- new organisational structure implemented
- recruitment to vacant posts
- redundancy and dismissals.

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

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

5.1.1 The Children's Centre locality model will deliver the core purpose that includes addressing issues of child poverty and supporting parents back into training and employment. This supports the aims and objectives of the Corporate Plan to provide opportunity where people can further their quality of life. Through family support and outreach, the model will promote early identification and intervention. This will address emerging issues for children and families, whilst the universal offer with partners (in particular public and allied health services) will seek to deliver prevention. In addition, the model will seek to reduce referrals to specialist services through early help, enabling families to resolve issues and avoid escalation.

5.1.2 Integrated commissioning and delivery of services will support narrowing of the education and health gap for our youngest children and be part of delivering the council's priorities to:

- ensure a great start in life for every child so that young people are well prepared for adulthood;
- safeguarding arrangements for vulnerable children will continue to be effective and robust; and
- deliver a range of services that identify and address, at an early stage, any issues that may impede a successful childhood, provided through a well-trained, high quality workforce.

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

### Finance

- 5.2.1 The proposals set out within this report can be contained within the relevant existing Early Years budget, including the savings required to deliver the requirements of the Council's MTFS.
- 5.2.2 The cost of implementing the proposed restructure will be funded by budget already agreed from the council's Transformation Reserve. Any redundancy costs will be met from existing council budgets.
- 5.2.3 The table below summarises the budget for Early Years and includes MTFS savings of £525,000 and £175,000 in 2015/16 and 2016/17 respectively.

Summary of Early Years budget;

### Summary table on budget

Budget	Finances £
Current total	4.33m
Base budget reduction	0.7m
Outcome total budget	3.63m

### Staffing

- 5.2.4 The proposals include the deletion and creation of a number of new posts, as detailed in the consultation document attached as Appendix 1.
- 5.2.5 Should the recommendations be approved, the proposals will be implemented in accordance with the council's Managing Organisational Change Policy.
- 5.2.6 One of the objectives of the implementation of the proposal is to minimise the number of redundancies. At this stage of the process, there are four staff (3.5 full time equivalents, or 'FTE') at risk of redundancy.
- 5.2.7 The consultation document located in Appendix 1 originated to open consultation and now details the outcome of the consultation process. This document was provided under section 188 to the council's recognised trade unions prior to consultation opening on the 13 April 2015.
- 5.2.8 The council provided information over and above requirements when opening consultation and continued to do so throughout consultation, providing information and responding to trade union and employee queries.



5.2.9 The reasons for the proposed redundancies are as defined in the consultation document. This document was provided to the trade unions on the 7 April 2015, in advance of consultation being opened.

5.2.10 The timetable of events has also been issued in the various briefings and communications throughout the process.

5.2.11 The council's Managing Organisational Change Policy was sent to all staff and the trade unions detailing the proposed method of calculating the amount of any redundancy payments to be made (over and above the statutory redundancy payment) to employees who may be made redundant.

### **5.3 Legal and Constitutional References**

5.3.1 In accordance with Appendix A to the Responsibility for Functions section of Barnet Council's Constitution the General Functions Committee has responsibility for decisions related to the pay and terms and conditions of employment for staff, together with consideration of reports on restructure in line with HR regulations.

5.3.2 The consultation process with staff is required in accordance with section 188 of the Trades Union and Labour Relations Consolidation Act 1972.

### **5.4 Risk Management**

5.4.1 Risks associated with this decision are as follows:

- The council not being able to fill all vacant roles within the new structure resulting in reduced service delivery and / or the need to rely on agency staff, leading to budgetary pressures.
- Suitable candidates may not be recruited at the required level for the new management structure in a timely fashion resulting in delays in the future design and implementation phases.
- The Childcare element of the locality model does not achieve 'cost neutrality.'

### **5.5 Equalities and Diversity**

5.5.1 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; and
- foster good relations between people from different groups.

5.5.2 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.

5.5.3 After close of consultation a detailed Equality Impact Assessment was undertaken in respect of staff who had been identified as at risk. The result of this was that no issues relating to the council's responsibility under the Equalities Act 2010 were identified. The analysis and results have not been included in this document to avoid identifying the four individuals concerned.

## 5.6 Consultation and Engagement

5.6.1 The requirements of the new service offer and restructure were set out in briefings to the recognised trade unions and staff in March 2015.

5.6.2 The trade unions were informed on 26 February and on the 11 March of the dates of the Early Years consultation, both verbally and in writing. Formal consultation with the unions commenced on 13 April 2015 and concluded on 13 May 2015.

5.6.3 The key objectives for the consultation were to ensure those employees and their representatives:

- were fully informed about the proposals;
- understood what the implications of the proposals were for them;
- had the opportunity to contribute their views and ideas; and
- were properly consulted about the proposals.

5.6.4 This included ensuring that:

- the employees concerned were treated in a fair and equitable way;
- advance notice of the proposed change was given to the employees concerned as soon as possible;
- the need for redundancy was minimised;
- redeployment opportunities were maximised;
- information was accessible to all employees; and
- communications were clear and timely.

5.6.5 There were a number of feedback routes for employees including one to one meetings, larger briefings, trade union responses, email and frequently asked questions (FAQs).

5.6.6 The consultation took place by means of various meetings on the launch date of the consultation with recognised trade unions and affected staff as follows:

- Collective union consultation: Family Services Director, accompanied by Project and HR leads, met with trade union representatives to present the proposals, answer any of their immediate questions and outline opportunities for further feedback and discussion on the proposed new structure.

- Collective staff consultation: Family Services Director, accompanied by current senior managers in Early Years roles, and the HR Lead presented the proposals to the affected council staff who were invited to a consultation launch meeting and given the opportunity to ask and have answered any immediate questions. In addition, the opening consultation document was circulated to all affected staff on the launch date.
- Individual consultation: Line managers met with individual employees who were directly affected on a one to one basis to inform them of the proposed impact on their post and address any immediate concerns.

## **5.7 Responding to consultation**

5.7.1 Individual staff were invited to submit their own responses following the launch of the consultation to [enquiries.ey@barnet.gov.uk](mailto:enquiries.ey@barnet.gov.uk).

5.7.2 All comments were collated, reviewed and responded to as part of the overall consultation process and circulated weekly to the trade unions and employees through the FAQs document via the EY network.

## **6. BACKGROUND PAPERS**

6.1 Approved Early Years Review Business Case dated 10 October 2014.

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**London Borough of Barnet**

Consultation Document

Early Years Transformation Project

June 2015

**VERSION CONTROL**

Version	Date	Version changes	Distribution
V1	23/02/15	Original draft	Deborah Viner
V2	30/03/15	Project detail & methodology update, Consultation update, establishment update, current and new proposed structure	Workforce Board
V3	10/04/15	Section 2.3 Number of staff in scope inserted/current establishment table updated Appendix A updated Appendix B updated	Deborah Viner
V4	13/04/15	Reorganisation of Appendices	Deborah Viner
V5	27/05/15	Close of Consultation Update	Deborah Viner
V6	02/06/15	Final updates from SMT	Deborah Viner
V7	10/06/15	Updates from finance, legal, governance	Cllr Scannell

**APPROVALS**

Distribution	Date	Approvals	Version(s)
Karen Pearson	30/03/15	To go to WFB	2
Duncan Tessier	10/04/15	Update for TU/Staff	3
Duncan Tessier	13/04/15	Update for TU / Staff	4
Karen Pearson/Duncan Tessier	27/05/15	Update for approval prior to SMT	5
Nicola Francis, Family Services Director	02/06/15	Final Approval from SMT	6
Chair of GFC, Finance , Legal, Governance	12/06/15	Final Approval prior to GFC	7

**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 Information and Consultation of Employees Regulations to inform and consult employees about proposed changes to their working circumstances. An initial document was provided to the Trade Unions to open consultation on 7 April 2015, prior to the meeting held on 13 April 2015, and this has been updated for the close of consultation following feedback during consultation from Trade Union colleagues and employees.

## Appendix 1 – Early Years Review Consultation Document

The council has in place a Managing Organisational Change Policy set out within the employee handbook.

This document has been developed and will be implemented in accordance with the Trade Union Project Engagement Protocol agreed by SCB on 16<sup>th</sup> February 2015.

### **DECISION MAKING**

This proposal affects more than 20 employees and therefore is subject to the decision of the Council's Workforce Board to approve the proposals prior to and following consultation. The Council's Workforce Board must approve the consultation document following consultation with the Trade Unions and employees and future report to the General Functions Committee.

This proposal is made by Nicola Francis, Family Services Director.

**Contents**

<b>1.0</b>	<b>EXECUTIVE SUMMARY INFORMATION</b> .....	<b>6</b>
<b>2.0</b>	<b>OBJECTIVES AND RATIONALE</b> .....	<b>7</b>
<b>3.0</b>	<b>STAFF IN SCOPE</b> .....	<b>12</b>
<b>4.0</b>	<b>OUTLINE OF MANAGING ORGANISATIONAL CHANGE CONSULTATION AND IMPLEMENTATION APPROACH</b> .....	<b>15</b>
<b>5.0</b>	<b>METHODOLOGY AND ORGANISATIONAL DESIGN</b> .....	<b>16</b>
<b>6.0</b>	<b>FINANCIAL MODEL/IMPACT</b> .....	<b>16</b>
<b>7.0</b>	<b>ORGANISATIONAL CHANGE APPROACH</b> .....	<b>16</b>
<b>8.0</b>	<b>PROPOSED ORGANISATIONAL CHANGE IMPLEMENTATION</b> .....	<b>19</b>
<b>9.0</b>	<b>MITIGATING THE IMPACT OF THE PROPOSALS</b> .....	<b>20</b>
<b>10.0</b>	<b>EQUALITY ASSESSMENT</b> .....	<b>20</b>
<b>11.0</b>	<b>SUMMARY OF CHANGES AS A RESULT OF CONSULTATION</b> .....	<b>21</b>



Appendix 1 – Early Years Review Consultation Document

**Appendices Included:**

**Appendix 1** – Early Years Review Consultation Document

**Appendix 2 .1** – Current Early Years Structure Chart

**Appendix 2.2** – Proposed Early Years Structure Chart

**Appendices available on request:**

**Appendix 3** – Responses to Proposals and Feedback through Consultation

**Appendix 4** – Assimilation and Recruitment Roles

**Appendix 5** – Managing Organisational Change

**Appendix 6** – Frequently Asked Questions

**Appendix 7**- Trade Union Responses

**Appendix 8** – Job Description examples

**Appendix 9** – Changes to Consultation Document

## 1.0 EXECUTIVE SUMMARY INFORMATION

### 1.1 OFFICERS

ROLE	NAME	CONTACT
Sponsor	Nicola Francis / Duncan Tessier	<a href="mailto:Nicola.Francis@barnet.gov.uk">Nicola.Francis@barnet.gov.uk</a> / <a href="mailto:Duncan.Tessier@barnet.gov.uk">Duncan.Tessier@barnet.gov.uk</a>
Transformation Project Lead Officer	Karen Pearson	<a href="mailto:Karen.Pearson@barnet.gov.uk">Karen.Pearson@barnet.gov.uk</a>
Human Resources Transformation Lead	Deborah Viner	<a href="mailto:Deborah.Viner@barnet.gov.uk">Deborah.Viner@barnet.gov.uk</a>

All responses to this consultation were sent to [enquiries.ey@barnet.gov.uk](mailto:enquiries.ey@barnet.gov.uk) and responded to via weekly FAQs uploaded to the dedicated Early Years Review consultation intranet page. .

### 1.2 TIMETABLE

It is proposed to implement the final structure with effect from 1 September 2015, subject to approval from the Council's Workforce Board and General Functions Committee.

Date	Action
26/02/2015	JNCC Meeting – Trade Unions informed of timelines for staff consultation
27/02/2015	Email to staff informing them of timelines for staff consultation
01/04/2015	Workforce Board approves initiation of staff consultation
13/04/2015	Formal Consultation Period commences
14/04/2015 17/04/2015	Managing Change Workshops for Managers
17/04/2015 20/04/2015	Support Sessions for Staff
13/04/2015- 13/05/2015	30 day consultation period with individual and collective meetings as required to gather feedback and written FAQs prepared and shared with staff in scope
13/05/2015	Formal close of consultation
13/05/2015	Presentations to Trade Unions and staff on LBB feedback to date and close of consultation
18/05/2015- 21/05/2015	Final consultation response prepared
22/05/2015- 01/06/2015	Interview skills workshops
10/06/2015	Workforce Board receive and consider final recommendations following close of formal consultation
23/06/2015	General Functions Committee to receive and consider final recommendations following close of formal consultation
29/06/2015	Redundancy notices issued where appropriate
29/06/2015- 31/08/2015	Redeployment and one to one activity to continue for those issued notice of redundancy

29/06/2015-10/07/2015	Council wide recruitment commences for redeployees (subject to GFC approval)
06/07/2015	Open (external) recruitment commences
31/08/15	Last day of service for those given notice of redundancy (except where employees are on 12 weeks' notice)
01/09/2015	Go live of new structure New structure implemented
29/06/2015-03/07/2015	All staff informed of their role in the new structure

## 2.0 OBJECTIVES AND RATIONALE

### 2.1. Overview

Following a review that included significant engagement with residents, front line staff and a range of other stakeholders, a new early year's model has been developed as part of the October 2014 full business case (FBC); this model builds on the previous outline business case (OBC).

The early years' locality model proposed has been designed to achieve the £700,000 savings required in the Council's medium financial strategy and to contribute to the following strategic outcomes:

- Identification of and support for the most vulnerable families
- School readiness for all children in Barnet
- Positive health outcomes for all children in Barnet
- Sufficiency of high quality childcare places for children in Barnet
- Reduce the number of adults with young children who want to return to work but are unable to do so.

This new locality model will focus on improved identification and support for vulnerable families, be more flexible and focused on evidence based interventions, support greater community involvement and help families to be able to support themselves.

The new Early Years structure aims to preserve the majority of front-line services through: the development of a more cost effective management structure structured around 3 locality areas, more effective use of physical locations and by ensuring the service is flexible and adaptable to future need.

## 2.2 Summary of approach and proposed changes

This restructure has been undertaken in accordance with the current pay and grading methodology and evaluated under GLPC and Soulbury where appropriate.

The LBB is moving towards a Unified Pay and Reward programme and consultation on how this will be implemented will take place at a later date.

The proposed restructure is in two key blocks; Local Authority Staff, which are covered in this consultation document, and through the reconfiguration of school based staff, which will be led by the Headteacher and Governing Body of each individual school. Each of the restructures will come together to define the Locality Model.

The move to the locality model is predicated on providing the best we can for what we can afford and as such:

- Reduces the management of the current structure to one that is more efficient and effective, working across a locality rather than individual management at each centre – this supports a move from silo working to an integrated model
- By more flexible and effective use of management resources we are able to protect frontline services to young children and their families
- Centralised data management and provision that reduces the burden and duplication of effort for the school based provision

Additionally, in line with the need to increase childcare provision as part of a growing population and as part of developing the 2 Year Old offer, the model proposes a significant increase in the number of childcare places provided in Local Authority based settings and therefore the required staffing levels for childcare. This increase is self-financing, given that childcare provision attracts DfE funding and additional income generation from working parents.

The Early Years Review project is being implemented through 6 workstreams:

### 1. Schools

This workstream is responsible for finalising the new Early Years' Service model and agreeing new SLA's with schools for the delivery of locality services

### 2. Finance

This workstream is responsible for ensuring the new model is financially robust and collects the financial savings as outlined in the MFS (£700,000)

### 3. Childcare Model

This workstream is responsible for developing and implementing a neutral cost childcare model and to expand the 2 year old offer

#### 4. **Locality Development**

Responsible for developing and implementing the operational locality and supporting governance arrangements

#### 5. **ICT**

This workstream will ensure that all Delivery Venues (in-house centres only) are able to function as a local authority managed service using the Barnet network

#### 6. **HR Implementation**

This workstream is responsible for delivering the technical restructure of the Early Years' Service in accordance with the new Locality Operating Model - Consultation, Recruitment, TUPE (Stonegrove Children's Centre)

The detailed changes proposed are described below, set against the 3 key functions that are being structured.

##### 1. **Central Early Years Team**

The Central Early Years Team includes all NLBP based staff that undertake strategy and leadership of the Early Years service in order to meet the statutory obligations of the Authority in relation to Children's Centre programme, childcare and Early Education.

##### 2. **Locality Children's Centre Services Teams**

The Locality teams are responsible for the operational delivery of children's centre services for children and families according to the Core Purpose for children's centre services.

##### 3. **Childcare**

The childcare function is separated under this model as it is financed through DSG and is 'cost neutral' / self-financing.

##### **Central Early Years Team**

The efficiencies in the central team will see the current establishment of 14.6 posts reducing to 12.6 and the proposed new structure will feature the following roles:

- a) Head of Early Years (in post)
- b) Strategy & Sufficiency Manager and Strategy & Planning Officer proposed
- c) Childcare Business Manager role removed
- d) Child-minding posts reduced from 3 to 2 and reconfigured to incorporate quality functions in the Standards Team
- e) Early Years Registration Support Officer proposed to replace Registration and Inspection

- f) Two lead early years' standards roles deleted and early years standards and quality lead role (and deputy) proposed. The lead role will commission quality assurance, support and guidance roles from schools for children's centres
- g) Funding Officer added will support the critical functions relating to statutory duties (headcount, payments, claims from DfE etc)

### **Locality Children's Centre Services Teams**

Each locality will be led by a locality manager responsible for operational management of council services, including child care, ensuring deployment of the services to all centres across the locality, whilst also leading partnership development and local strategy that enables integrated working. This includes contract management of school based delivery.

In the current model, the roles of family support, outreach and childcare are not separated across job functions at all levels of management. This lack of separation causes a lack of clarity on roles and creates difficulties because the roles relate to different funding streams. In the proposed new model, family support, outreach and childcare are distinctly separated to create clarity and consistency across the network.

Within the council locality teams, there will be the provision of business and administration support to enable the provision of data and its analysis to support targeting service provision and improving quality and outcomes across authority and school based provision, all reporting into the Locality Manager.

The configuration of the locality structure overall involves a move from 49.75 children's centre FTE posts (non childcare, non Central Team) across Wingfield, Parkfield, Newstead, Stonegrove and the Hyde, to a team of 39.5 FTE posts across the local authority structures in the three localities. Overall, these efficiencies are made up through significant reduction in number of management roles (from 10 to 6 within the Local Authority, but should also accommodate a similar reduction in management in school led children's centre services) and streamlined administrative support, with a protection of front line roles. Specifically, the changes are:

- a) Three locality manager posts to be created
- b) Current management roles (Children's Centre Manager and Deputy Children's Centre Manager) in individual children's centres removed
- c) Three locality family support and outreach manager roles created with family support teams under the management of these posts. A senior outreach role will manage outreach officer roles
- d) Distinct family support and outreach roles (likewise for childcare) proposed at each locality with current front line staff assimilated (or ring-fenced subject to final analysis) to replace the current family support and outreach roles
- e) A reduction in business and administration support roles of circa 50% (from 11 to 6)

## **Childcare**

The local authority's childcare services must become self-financing and in order to achieve this, and realise the associated economies of scale, we will develop the business model so that current provision is maximised and expanded. In addition, this will enable the delivery of increased, targeted two year old and three / four year old places.

Overall, we are seeking to expand the number of childcare places across the authority children's centre sites that currently provide childcare in the region of 25%. Overtime, this should result in an increased number of front line childcare posts from circa 30 (current structure) to 43, once the model has been optimised.

The result of this will see current front line childcare staff assimilated into posts and a planned expansion programme will be implemented.

- a) Childcare roles will be redesigned to separate out from family support and outreach to be distinct and specialised
- b) Additional roles will be added at a range of levels that will encourage a clear career pathway and progression,
- c) Income generation created by the new posts will be reinvested to cover the cost of the service and will need to accommodate the cost neutrality of the new model
- d) A childcare manager role will be established, working across all three in house childcare centres to support the implementation of the new business model

### **2.3 Current and Revised Structure**

The current structure is attached at Appendix 2.1. Feedback throughout the Consultation has confirmed that it contains a number of inaccuracies. A new process is being designed and implemented to ensure that all structure charts are kept up to date moving forward.

The new structure is attached as Appendix 2.2.

The implementation of the new structure led by the HR work stream will provide the core framework for the basis of a new service delivery model, including a functions based and flexible staffing structure, local business planning, target setting and measurement of impact.

### 3.0 STAFF IN SCOPE

Consultation on the new Early Years re-structure included all LBB Early Years staff but excluded staff employed by schools who also provide Children’s Centre services (schools are required to lead on their own consultations with the assistance of LBB HR). During the period of consultation, an approach has been developed to co-ordinate how the Council and schools share information on vacancies and staff who are potentially at risk, in order to minimise redundancies and retain valuable skills.

#### In Scope

	Before consultation	After Consultation	Comments
Headcount	70	64	Net effect of Fixed Term Contracts (FTC) moved into ‘in scope’ and leavers during the consultation period
FTE	52.81	44.94 (Assimilated) 3.50 (At risk) 48.44 in total	

#### Out of Scope

	Before consultation	After Consultation	Comments
Headcount	17	14	FTC identified with sufficient qualifying service
FTE	14.94	12.77	

#### Roles out of Scope

	Before consultation	After Consultation	Comments
Childrens Centre Health and Wellbeing Officer	1	1	
Welfare Rights Officer	2	2	
FTC without sufficient qualifying service	11.94	9.77	FTC identified with sufficient qualifying service
<b>Total</b>	<b>14.94</b>	<b>12.77</b>	



### 3.1 The current vs proposed establishment

There are 5 authority based children’s centre service locations across the borough with an additional 8 main outreach venues with a budget of £4.33m 2014/15 (including central team costs). 8 of the children’s centres are managed by schools and 5 run directly by the Council (including Stonegrove which was previously managed by a community voluntary organisation and has now TUPE’d into the Council with effect from 01/03/2015).

Central Team and Locality	Establishment (FTE)	Proposed Establishment prior to Consultation	Proposed Establishment after Consultation
Central	14.6	12.5	12.6
Locality Team	49.75	39.5*	39.5*
<b>Total</b>	<b>64.35</b>	<b>52.00</b>	<b>52.1</b>

Childcare	Establishment (FTE)	Proposed Establishment prior to Consultation	Proposed Establishment after Consultation
Childcare	30	45 (over time – see section 3)	43.14 (SEE SECTION 3)

Totals	Establishment (FTE)	Proposed Establishment prior to Consultation	Proposed Establishment after Consultation
Central, Locality and Childcare	94.35	97 (over time – see section 3)	95.24 (SEE SECTION 3)

\* includes Locality Managers

<b>Workforce prior to consultation</b>	
<b>Assimilated</b>	47.31 FTE
<b>Employees 'At Risk'</b> <ul style="list-style-type: none"> <li>• 3 Childrens Centre Managers</li> <li>• Early Years Practitioner (x 2)</li> <li>• 0.5 x EY Quality Development Advisor, Children's Centres</li> </ul>	5.5 FTE
<b>Employees (FTE) in scope</b>	52.81 FTE

<b>Workforce after consultation</b>	
<b>Assimilated</b>	44.94 Net effect of Fixed Term Contracts (FTC) moved into in scope and leavers during the consultation period
<b>Employees 'At Risk'</b> <ul style="list-style-type: none"> <li>• 2 x Childrens Centre Managers (1 x Childrens Centre Manager recruited to Locality Manager Role)</li> <li>• 1 x EY Co-ordinator has now been identified as 'at risk'</li> <li>• 0.5 x EY Quality Development Advisor, Children's Centres</li> </ul>	3.5 FTE
<b>Employees (FTE) in scope</b>	48.44 FTE

#### **4.0 OUTLINE OF MANAGING ORGANISATIONAL CHANGE CONSULTATION AND IMPLEMENTATION APPROACH**

The approach and implementation of the Early Years Consultation was carried out in line with the LBB Managing Change Organisational guide and aimed to reduce the number of redundancies involved and mitigate any negative effects, with a target date of 1<sup>st</sup> September 2015 for full commencement of the new Early Years structure.

The consultation period lasted for 30 days as the potential number of redundancies was anticipated to be below 20. The consultation period also met the requirement to take place 30 days before the first of any redundancies take effect, within a period of 90 days or less.

The Trade Unions were informed on the 26 February and on the 11 March of the dates of the Early Years consultation, verbally and in writing; formal consultation with the Unions commenced on 13 April 2015 for 30 days, completing on 13 May 2015. During the consultation the Trade Unions were kept updated and consulted with throughout the process.

Before consultation commenced, the Trade Unions were notified of the following;

- the reasons for the proposals
- the numbers and descriptions of employees the Council proposed to dismiss as redundant
- the total number of employees of any such description employed by the Council at the establishment in question
- the proposed method of selecting the employees who may be made redundant
- the proposed method of carrying out the redundancies, taking account of any currently defined procedure, including the period over which the redundancies are to take effect
- the proposed method of calculating any redundancy payments, other than those required by statute, that the employer proposes to make
- the number, location and type of work undertaken by agency workers.

There were also ‘one to one’ meetings between Link managers and their staff during the consultation period to discuss relevant matters and notes were kept of individual consultation discussions; signed by both the manager and the employee as an accurate record of the meeting.

Although it is noted that an employee’s notice period cannot commence until the notice of redundancy is issued it has been recognised that payment in lieu of the notice period may need to be made to meet the target date of 1 September 2015.

It is anticipated that employees will take any outstanding holiday or time owing during their notice period and there will not normally be a separate payment in respect of this.

## 5.0 METHODOLOGY AND ORGANISATIONAL DESIGN

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.

## 6.0 FINANCIAL MODEL/IMPACT

The proposal will achieve cost savings of £525,000 for 2015/16 and an additional £175,000 in 2016/17 (i.e. a total saving on the 2014/15 budget of £700,000).

Budget	Finances £
Current total	4.33m
Base budget reduction	0.7m
Outcome total budget	3.63m

## 7.0 ORGANISATIONAL CHANGE APPROACH

This section sets out how the Council communicated, engaged and consulted with affected employees and their representatives, obtaining their feedback on the proposals, responded to their questions and concerns and provided support as appropriate to staff during this uncertain time for them. This was conducted in line with the Managing Organisational Change Policy and associated guidance.

### 7.1 Areas for consultation

The key areas for consultation were:

- Structural proposals: what were the views of those being consulted about the proposed structures, alignment of responsibilities, functions and approach to how the service supports the new vision?
- Roles: what were the views of those being consulted about the proposed new roles?
- Resourcing: what were the views in respect of the proposed approach to assimilation to job roles in the new structure?

## 7.2 Formal Consultation Method

It is recognised that the proposals to restructure the Council's Early Years' Service will have an impact on employees and, in accordance with the Council's Managing Organisational Change Policy, it is essential that this change is managed in a way that reduces the disruptive effects of change.

The key objectives for the consultation were to ensure those employees and their representatives:

1. Were fully informed about the proposals
2. Understand what the implications of the proposals were for them
3. Have the opportunity to contribute their views and ideas
4. Were properly consulted about the proposals

This included ensuring that:

- the employees concerned were treated in a fair and equitable way
- advance notice of the impending change was given to the employees concerned as soon as possible
- change will be brought about following consultation
- the need for redundancy will be minimised but balanced against the Authority's need to retain employees with the skills and experience necessary to best meet future service requirements
- redeployment opportunities will be maximised

Our overall approach to engagement and consultation was:

- To be as open as possible with information, taking into account commercial confidentiality
- To ensure that information is accessible to all employees
- To ensure that communication is timely
- To be clear about the purpose of any communication or engagement activity

There were a number of feedback routes for employees including one to one meetings, larger briefings, email, Trade Union and staff representatives, and frequently asked questions (FAQs).

Employees were invited to request further time with their Manager outside of the structured sessions on an individual basis to receive feedback or answer any further questions. Employees were also advised to contact the HR Lead if they had questions related to the change process and employment terms.

The consultation took place by means of various meetings on the launch date of the consultation with recognised trade unions and affected staff as follows:

- Collective union consultation: Family Services Director, accompanied by Project and HR leads, met with trade union representatives to present the proposals, answer any of their immediate questions and outline opportunities for further feedback and discussion on the proposed new structure.
- Collective staff consultation: Family Services Director, accompanied by current senior managers in Early Years roles, and the HR Lead presented the proposals to the affected Council staff who were invited to a consultation launch meeting and given the opportunity to ask and have answered any immediate questions. In addition, the opening consultation document was circulated to all affected staff on the launch date.
- Individual consultation: Line managers met with individual employees who were directly affected on a one to one basis to inform them of the proposed impact on their post and address any immediate concerns.

### 7.3 Responding to consultation

Individual staff were invited to submit their own responses following the launch of the consultation to [Enquiries.ey@barnet.gov.uk](mailto:Enquiries.ey@barnet.gov.uk)

All comments were collated, reviewed and responded to as part of the overall consultation process and circulated weekly to the Trade Unions and employees through the Frequently Asked Questions document via the Early Years network.

### 7.4. Additional support for staff

We recognised that it is imperative that employees were given support during this time and this was provided through the following means:

**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; Minicom: 0845 600 5499. Online; [www.employeeecare.com](http://www.employeeecare.com).

**HR advice:** Where required, the HR Lead provided advice to employees on an individual basis.

**Managing Change for Managers:** All staff with management responsibility were offered Managing Change training in order to be able to advise staff on the process and understand the impact of change on individuals and morale.

**Dealing with Change for staff:** Drop in sessions for staff were arranged to discuss impact and dealing with stress and change

**Preparation:** Staff at risk of redundancy have been given the opportunity to access support to prepare for submitting job applications and attending interviews/selection activities.

## **8.0 PROPOSED ORGANISATIONAL CHANGE IMPLEMENTATION**

This process was conducted in accordance with the Council's Managing Organisational Change policy and associated guidelines.

### **8.1 Assimilation**

Each existing post was assessed against the Council's existing criteria for job matching for the purposes of assimilation.

Assimilation is where an employee is matched to a post without the need for an interview. Assimilation can only be used where there are the same number or fewer redeployees than available matching posts and either:

- 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.

All employees, with the exception of the 3.5 FTE (headcount 4) at risk, have been assimilated into roles contained within the new structure.

All new posts for which there are no staff who meet the job matching threshold will be advertised externally.

### **8.2 Redeployment and Approach to Recruitment**

After approval of the proposals (General Functions Committee 23 June 2015) all remaining vacant posts will be advertised to redeployees council wide. Where staff are applying for posts as redeployees then recruitment and selection criteria will be applied. Any posts still unfilled will then be advertised externally.

Advice about preparing Redeployment Application Forms and interview skills has been offered to all affected staff in advance of the recruitment and selection process. This facility is not available for staff who have been assimilated.

### **8.3 Selection for redundancy**

If it is necessary to reduce staff numbers by compulsory redundancy, then the procedures as set out in the London Borough of Barnet's Managing Organisational Change Policy will be followed. In addition Barnet's Pay Protection and Severance Schemes will apply.

## **9.0 MITIGATING THE IMPACT OF THE PROPOSALS**

The aim of Managing Organisational Change is to minimise the number of employees to be made redundant.

If an employee unreasonably refuses to accept an offer of assimilation, where the offer is considered “suitable alternative employment” by the Council, then this may affect the employee’s right to a redundancy payment.

Redeployment opportunities, as they exist, will be made available to those staff at risk of redundancy where the Council deems the posts as “suitable alternative employment”. Any selection to these posts will be undertaken using objective recruitment selection criteria. The selection process will be based on the criteria in the role profile: skills, competencies and qualifications, which will be assessed. It is, however, anticipated that testing for suitable skills, competencies and experience will include a mixture of knowledge and direct observation.

Where appropriate, 4 week trial periods will be agreed with staff, who are redeployed to other roles. Training plans will form a part of the trial period and considered on an individual basis.

If any changes are made following the consultation process to the proposed job profiles or grades, these will be confirmed in a separate Delegated Powers Report.

Subject to the decision of the General Functions Committee, the new structure will become operational from 1 September 2015, with the assimilation and redeployment processes commencing from that date. A detailed recruitment strategy to fill any remaining vacant posts, to be implemented from the day after the decision of the General Functions Committee will be produced and communicated to the Trade Unions and Staff.

## **10.0 EQUALITY ASSESSMENT**

This section outlines how Barnet will pay due regard to equalities as required by the Equalities Act 2010 in assessing the equality impact of these proposals.

Due regard was given to ensure that all staff had access to the consultation process and were able to make their views known. No issues with regard to communication were identified and this was regularly reviewed throughout the consultation process to ensure that clear communication, consultation and engagement had taken place and that the views of all Barnet’s employees were taken into account, regardless of disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage or civil partnership.

Any employees who are currently or due to go on maternity leave or who are currently on long term sickness absence have been and will continue to be fully included and involved throughout the process.

After close of consultation a detailed Equality Impact Assessment has been undertaken on those staff who have been identified as being ‘at risk’ and no issues relating to the councils responsibility under



the Equalities Act 2010 were identified. The analysis and results have not been included in this document to avoid identifying the 4 individuals concerned.

## **11.0 SUMMARY OF CHANGES AS A RESULT OF CONSULTATION**

Following thorough feedback from Trade Union colleagues and employees, a number of changes to the original proposals have been made.

### **11.1 Changes to Structure**

The overall structure has been amended through the consultation process as follows:

- Total proposed structure changed from 97 FTE to 95.24 FTE
- Number of Cooks decreased from 2.2 FTE to 1.61 FTE (to reflect the current structure)
- Number of Domestic Assistants increased from 1.85 FTE to 2.02 FTE (to reflect the current structure)
- 1.5 FTE Advisory Teacher increased to 1.6 FTE Advisory Teachers (to reflect the current structure)
- 3 x Senior Child Care Workers removed
- 3 x additional Childcare Lead roles created
- Early Years Sufficiency and Access Manager and Early Years Strategy and Planning Manager combined into one role of Early Years Strategy and Sufficiency Manager
- 1 x Early Years Funding Officer role created
- 1 x Early Years Childminding Quality Officer and 1 x Childminding Support Officer amended to 2 x Childminding Quality and Support Officer roles

### **11.2 Changes to Job Descriptions**

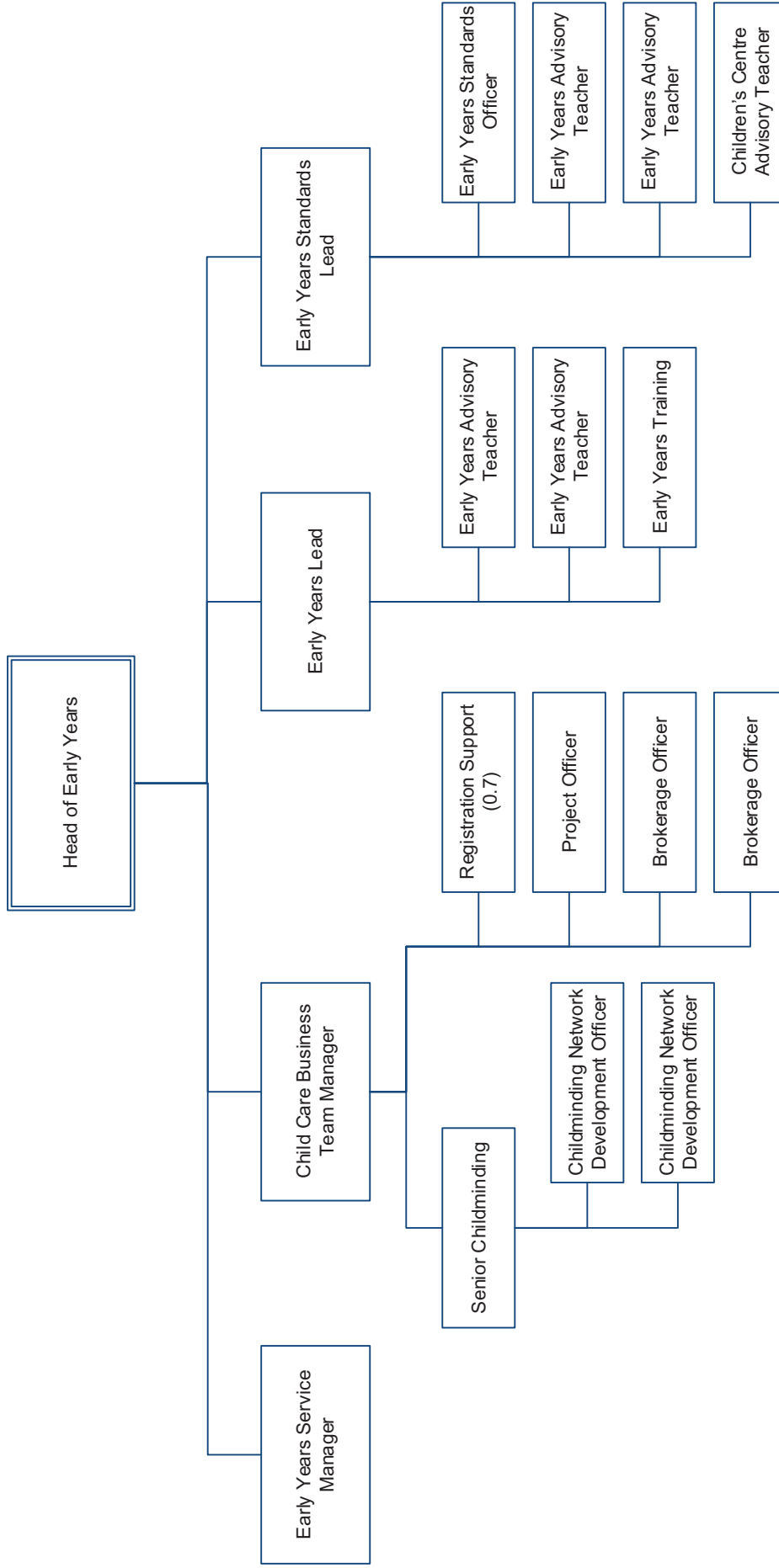
- The content of the following role profiles has changed through the consultation process:
  - Brokerage Officer amended
  - Early Years Standards Officer revised
  - Early Years Sufficiency and Access Manager and Early Years Strategy and Planning Manager combined into one role of Early Years Strategy and Sufficiency Manager
  - Early Years Strategy and Planning Officer amended
  - Early Years Provider Support Officer title changed to Early Years Registration and Support Officer and amended
  - Early Years Childminding Quality Officer and 1 x Childminding Support Officer content merged to create 2 x Childminding Quality and Support Officer.
  - Training and Early Years Standards Support Officer title changed to Early Years Standards Training Officer
  - SENCO role now included in Childcare Lead only

All the above roles were re-evaluated as a result of the amendments.

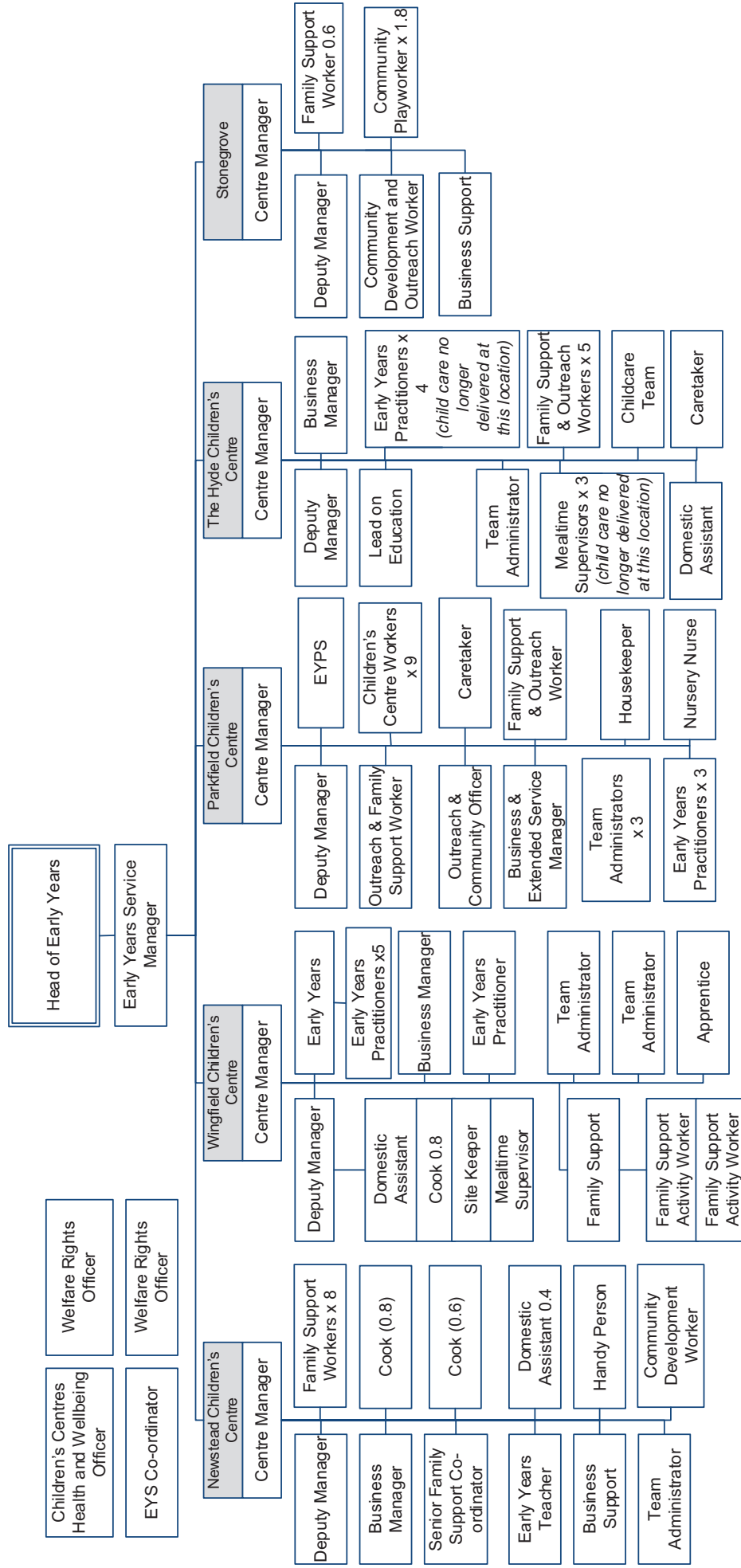
### **11.3 Revised Assimilation**

- Additional 6.2 FTE assimilated into Senior Childcare role
- As a result of the increase in Childcare Lead posts/reduction of Senior Childcare Worker posts, the council has offered the opportunity for employees assimilated to the of Senior Childcare Worker to express an interest in the roles of Early Years Childcare Lead, which represents a promotional opportunity. A scaled-down recruitment and selection process will be carried out for those who have indicated that wish to be considered for this role. Those employees who are unsuccessful in obtaining a Childcare Lead role will be assimilated into a Senior Childcare Worker role.
- Additional 4 FTE assimilated into more than one role
- The council has offered the opportunity for any employee assimilated into more than one role to express their preference.

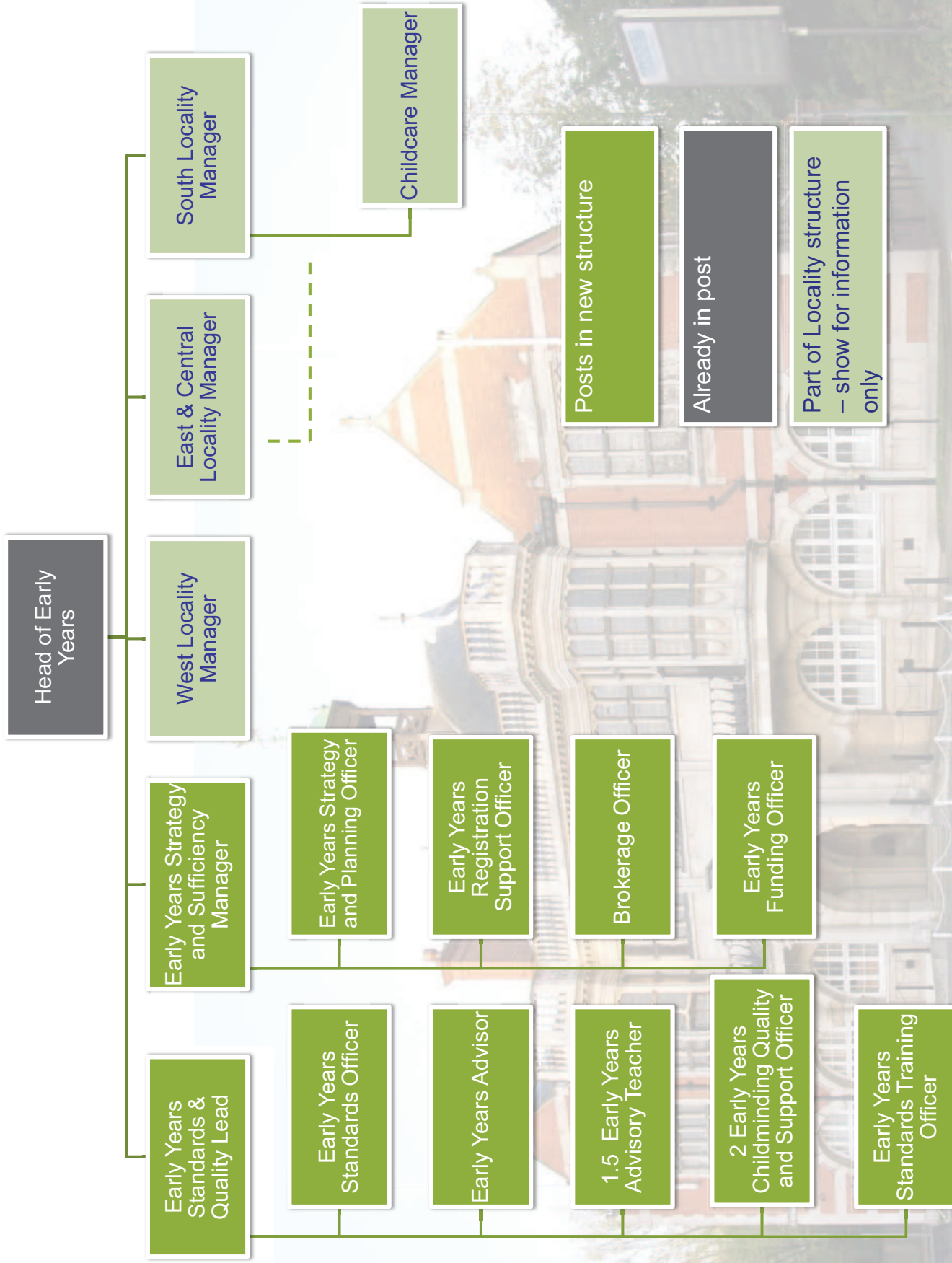
**Current Early Years Structure**



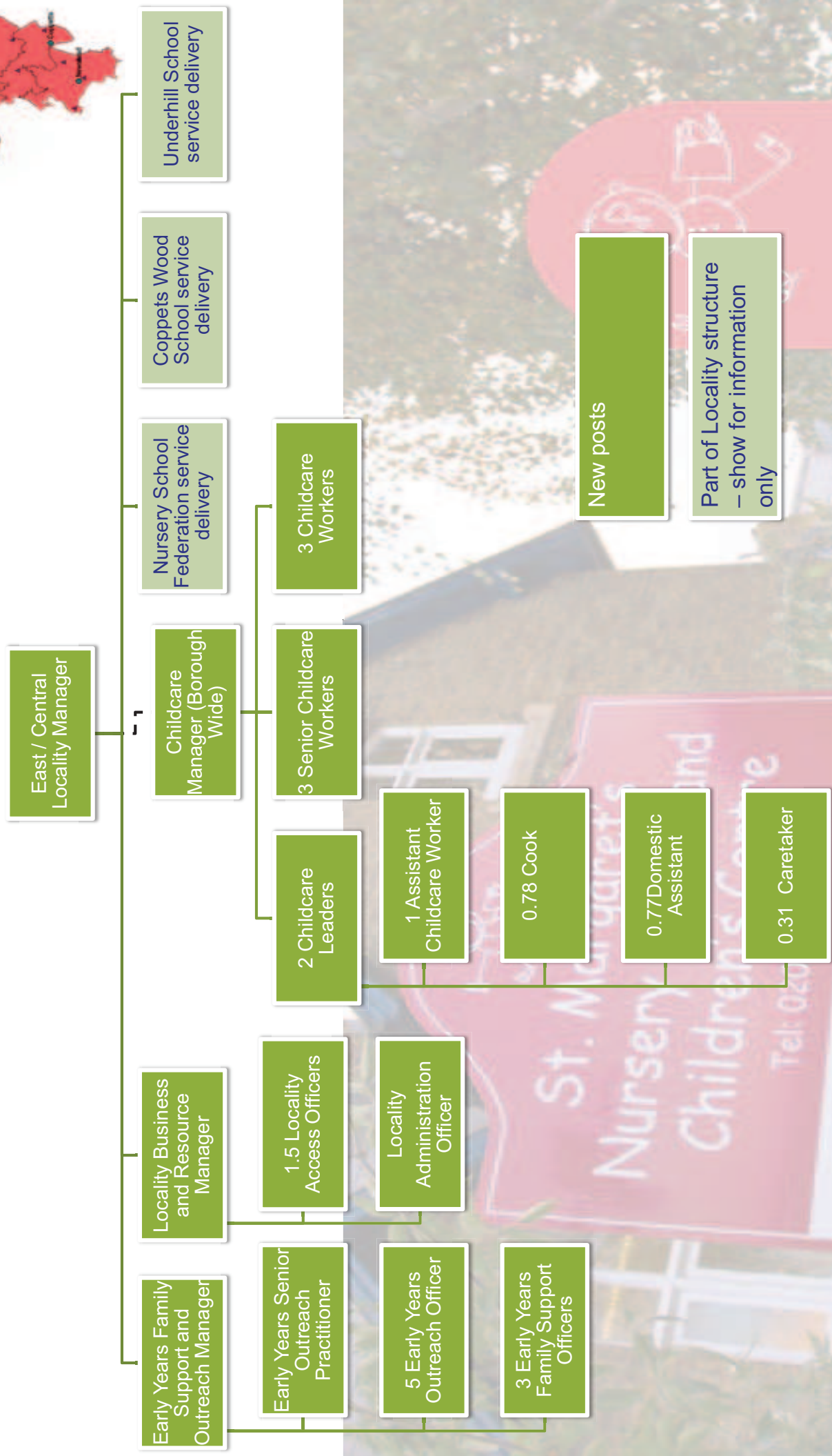
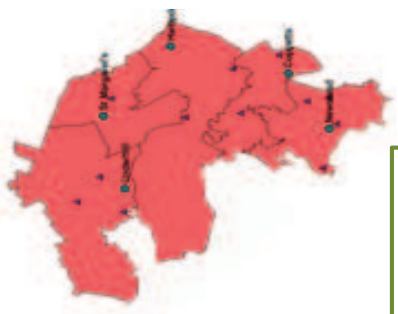
Appendix 2.1 – Current Early Years Structure Chart



# Draft proposed Central Team structure



# Draft proposed East / Central Locality structure

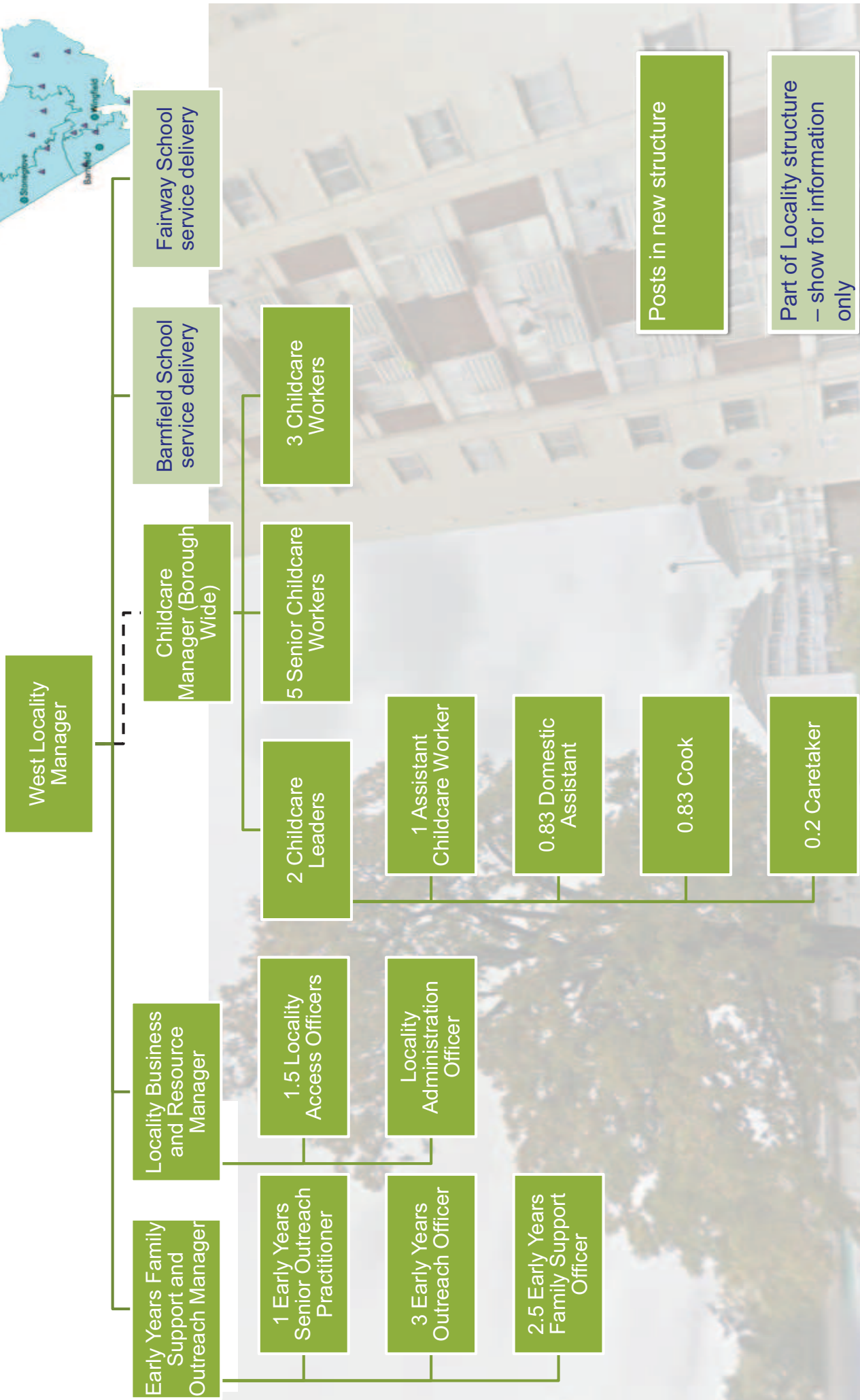
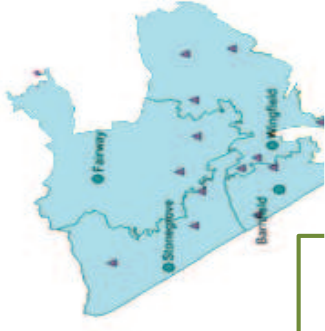


New posts

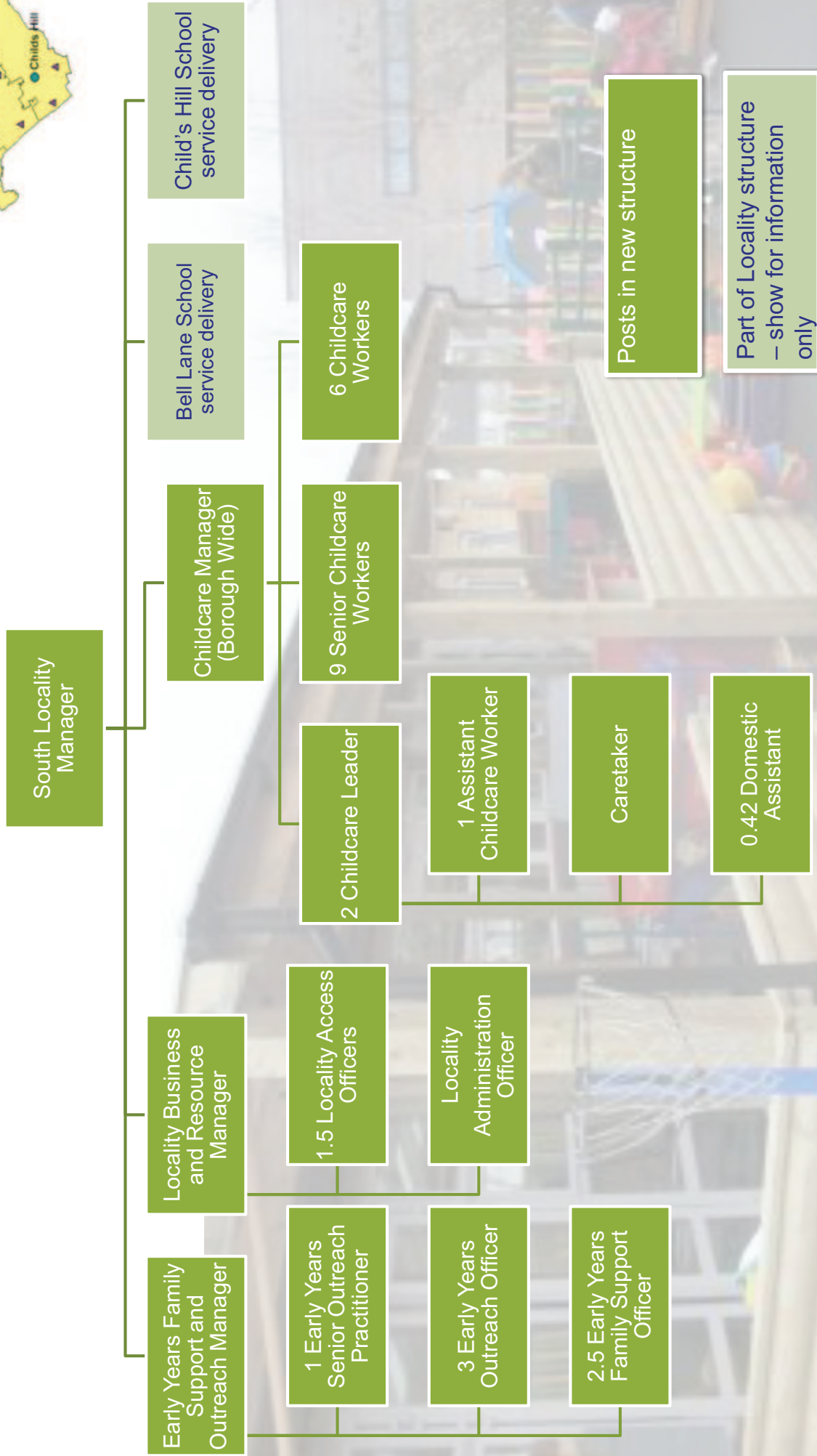
Part of Locality structure – show for information only



# Draft proposed West Locality structure



# Draft proposed South Locality





AGENDA ITEM 8	
	<h2>General Functions Committee</h2> <h3>23 June 2015</h3>
<b>Title</b>	<b>Action Taken Under Delegated Powers by an Officer</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	Mill Hill
<b>Status</b>	Public
<b>Enclosures</b>	Appendix 1: Delegated Powers Report 11 June 2015
<b>Officer Contact Details</b>	Sarah Koniarski, Governance Officer <a href="mailto:sarah.koniarski@barnet.gov.uk">sarah.koniarski@barnet.gov.uk</a> 020 8359 7574

<h3>Summary</h3>
<p>This report informs the committee of a decision taken by the Chief Executive, following consultation with the Chairman of the General Functions Committee, in accordance with the urgency provisions in the constitution. The decision was to approve an application received from Finchley Golf Club to be licensed as a venue for marriages and civil partnership registrations, in pursuance of Section 46A of the Marriage Act 1949 and the Marriages and Civil Partnerships (Approved Premises) Regulations 2005, together with Section 6 (3A)(a) the Civil Partnerships Act 2004, was made on 11 June 2015.</p>

<h3>Recommendation</h3>
<p><b>1. That the decision of the Chief Executive, following consultation with the Chairman of the General Functions Committee, on 11 June 2015, as detailed below be noted:</b></p>
<p><b>a) Approval of the application received from Finchley Golf Club to be licensed as a venue for marriages and civil partnership registrations for a period of three years from the date of approval.</b></p>

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

### **1.1 Approval of Premises for Weddings and Civil Partnership Registrations**

To notify this committee (being the relevant committee) of the Chief Executive's decision to approve Finchley Golf Club, Nether Court, Frith Lane, Mill Hill NW7 1PU to be a licenced premises for marriages and civil partnership registrations.

## **2. REASONS FOR RECOMMENDATION**

2.1 The functions relating to the approval of premises under the Marriages and Civil Partnerships (Approved Premises) Regulations 2005 are delegated to the General Functions Committee. Regulation 3 requires that where the approval of premises is not delegated to the proper officer, the authority should seek and have regard to the recommendation of the proper officer in relation to the application.

2.2 Following consultation with the Chairman of General Functions Committee and having had regard to the advice of the proper officer, the Chief Executive determined an application to approve Finchley Gold Club as premises for marriages and civil partnerships using the urgency provisions.

2.3 A decision was required within a restricted timeframe owing to the need to make reasonable provision for the business needs of the service. The applicant hoped to facilitate legal ceremonies before the next scheduled meeting of the General Functions Committee.

2.4 In line with the council's objective to promote responsible growth, development and success across the borough, the council endeavoured to process the application to widen the local choice of venues for marriages and civil partnerships and to generate additional income.

2.5 There was insufficient time to call an urgency committee and thus, In accordance with the urgency provisions, this report seeks to inform the General Functions Committee of the decision taken. The committee is asked to note the decision.

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

3.1 Not applicable.

## **4. POST DECISION IMPLEMENTATION**

4.1 As per section 4.1 of the delegated powers report attached as Appendix 1.

## **5. IMPLICATIONS OF DECISION**

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

5.1.1 As per section 5.1 of the delegated powers report attached as Appendix 1.

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

5.2.1 As per section 5.2 of the delegated powers report attached as Appendix 1.

### **5.3 Legal and Constitutional References**

5.3.1 As per section 5.3 of the delegated powers report attached as Appendix 1.

### **5.4 Risk Management**

5.4.1 As per section 5.4 of the delegated powers report attached as Appendix 1.

### **5.5 Equalities and Diversity**

5.5.1 As per section 5.5 of the delegated powers report attached as Appendix 1.

### **5.6 Consultation and Engagement**

5.6.1 As per section 5.6 of the delegated powers report attached as Appendix 1.

## **6. BACKGROUND PAPERS**

6.1 As per section 6 of the delegated powers report attached as Appendix 1.

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	<p><b>ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER</b></p> <p><b>11 June 2015</b></p>
<p><b>Title</b></p>	<p><b>Approval of Premises for Weddings and Civil Partnership Registrations: Finchley Golf Club, Nether Court, Frith Lane, Mill Hill NW7 1PU</b></p>
<p><b>Report of</b></p>	<p>Chief Executive</p>
<p><b>Wards</b></p>	<p>Mill Hill</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Enclosures</b></p>	<p>None</p>
<p><b>Officer Contact Details</b></p>	<p>Mark Rimmer, Head of Registration and Nationality,                  mark.rimmer@barnet.gov.uk; <a href="mailto:mark.rimmer@brent.gov.uk">mark.rimmer@brent.gov.uk</a>                  020 8937 1011</p>

<p><b>Summary</b></p>
<p>This report details the decision taken by the Chief Executive using the urgency provisions in the Constitution to approve an application received from Finchley Golf Club to be licensed as a venue for marriages and civil partnership registrations in pursuance of Section 46A of the Marriage Act 1949 and the Marriages and Civil Partnerships (Approved Premises) Regulations 2005 and in pursuance of Section 6 (3A) (a) the Civil Partnerships Act 2004.</p>

<p><b>Decisions</b></p>
<p><b>Approval of the application received from Finchley Golf Club to be licensed as a venue for marriages and civil partnership registrations for a period of three years from the date of approval.</b></p>

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

- 1.1 An application has been received from Finchley Golf Club to be licensed as a venue for marriages and civil partnership registrations in pursuance of Section 46A of the Marriage Act 1949 and the marriages and civil Partnerships (Approval Premises) Regulations 2005 and in pursuance of Section 6 (3A)(a) the Civil Partnerships Act 2004.
- 1.2 Council at its meeting held on 3 March 2015 resolved to delegate its functions in relation to approving premises for marriages and the formation of civil partnerships to the General Functions Committee. The General Functions Committee is not scheduled to meet until 23 June 2015 and a wedding is scheduled to take place at the venue on 20 June 2015. As such, the Chief Executive will exercise his urgency powers in order to discharge this function.
- 1.3 In accordance with the requirements of the Constitution, the Leader and Chairman of the General Functions Committee have been consulted and have agreed to the approach.

## **2. REASONS FOR DECISIONS**

- 2.1 The Registrar General has issued guidance to local authorities for the approval of premises as venues for civil marriages and civil partnerships (May 2014).
- 2.2 The Authority may grant approval only if it is satisfied that:-
  - The application has been made in accordance with the Regulations.
  - The premises fulfil the requirements set out in the Regulations
  - The premises fulfil any other reasonable requirements which the authority considers appropriate.

Local requirements were agreed by the former Policy & Resources Committee in 1995.

- 2.3 The application has been made in accordance with the Regulations and the necessary public notice has been given. No objections or other comments have been made.
- 2.4 The premises have been inspected to ensure that they are suitable for this purpose and meet Health and Safety requirements.
- 2.5 The premises were found to be a seemly and dignified venue for the solemnisation of marriages and registration of civil partnerships. A separate room is available for the couple to be interviewed prior to the ceremony. The area proposed for marriages and civil partnership registrations consists of the following room:
  - Ground Floor Main Function RoomThe premises will be available for regular use by the general public for both the solemnisation of marriages and the registration of civil partnerships.

- 2.6 The London Fire and Emergency Planning Authority approve the premises and agree to the approval being issued subject to:
- The Council's standard conditions; and
  - An up to date fire risk assessment having been carried out by a competent person
- 2.7 The premises are not religious premises and the room in which the ceremonies of marriage will be solemnised and civil partnerships registered is identifiable by the descriptions set out in paragraph 8.5 above as distinct parts of the premises.
- 2.8 The proper officer recommends that the application be approved.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 3.1 Not applicable.

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

- 4.1 There will be a mobilisation/implementation period for Finchley Golf Club to plan for the implementation of the service delivery

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

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

- 5.1.1 Approval of this decision will widen the local choice of venues for marriages and civil partnerships and will generate additional income and therefore, supports the corporate priority of "promote responsible growth, development and success across the borough".
- 5.1.2 The premises conform to the suitability criteria adopted by the Council following the decision made by the Policy and Resources Committee on 5<sup>th</sup> April 1995 to the approach to suitability of premises to be adopted and standard additional conditions to be attached to any grant of approval.
- 5.1.3 The Policy and Resources Committee decided on 5<sup>th</sup> April 1995 the approach to suitability of premises to be adopted and standard additional conditions to be attached to any grant of approval. The premises conform to the suitability criteria adopted by the Council following this decision.

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

- 5.2.1 The application fee of £875.00 has been received from Finchley Golf Club.

#### **5.3 Legal and Constitutional References**

5.3.1 The functions relating to the approval of premises under the 2005 regulations have been delegated to the General Functions Committee. Regulation 3 requires that where the approval of premises is not delegated to the proper officer, the authority should seek and have regard to the recommendation of the proper officer in relation to the application.

5.3.2 Council Constitution, Responsibility for Functions, Urgency Provisions – Section 7.2 states that in cases where a decision on the issue is so urgent that there is insufficient time to call a committee, then arrangements can be made to discharge the function through the Chief Executive in consultation with the Leader or the Chairman of the relevant Committee. The decision must be reported back to the parent committee at its next meeting or if it is a general Council matter then it should be reported to the next meeting of full Council.

#### **5.4 Risk Management**

5.4.1 The approval of this application is unlikely to raise significant levels of public concern or give rise to policy considerations as the application has been publicised by notice in the local press for three weeks without any objections being made.

5.4.2 If the taking of this decision was delayed until the next scheduled meeting of the General Functions Committee on 23 June 2015, the premises would be unlicensed for a wedding that has been booked to take place on 20 June 2015.

#### **5.5 Equalities and Diversity**

5.5.1 The Marriage and Civil Partnership (Approved Premises) Regulations 2005 provide for the joint approval of premises for both civil marriages and civil partnerships.

5.5.2 Finchley Golf Club is fully accessible for persons with a physical disability.

#### **5.6 Consultation and Engagement**

5.6.1 This application has been publicised by notice in the local press for three weeks without any objections being made.

5.6.2 There will be communications of the approval of this application by Finchley Golf Club.

### **6.0 BACKGROUND PAPERS**

6.1 Application Papers received from Finchley Golf Club.

6.2 Notice placed in Hendon and Finchley Times



- 6.3 London Fire and Emergency Planning Authority Approval.
- 6.4 Council, 3 March 2015, Report of the Head of Governance, Statutory Proper Officer for Births Death and Marriages – Council Confirm the Head of Customer Strategy and Programmes as statutory proper officer births, marriages and deaths and Delegated its functions in relation to approving premises for marriages and the formation of civil partnerships under the Marriage Act 1949 and the Marriages and Civil Partnerships (Approved Premises) Regulations 2005 to the General Functions Committee:  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MID=7819#A111562>

## 7. DECISION TAKER'S STATEMENT

- 7.1 *I have the required powers to make the decision documented in this report. I am responsible for the report's content and am satisfied that all relevant advice has been sought in the preparation of this report and that it is compliant with the decision making framework of the organisation which includes Constitution, Scheme of Delegation, Budget and Policy Framework and Legal issues including Equalities obligations.*

## 8. OFFICER'S DECISION

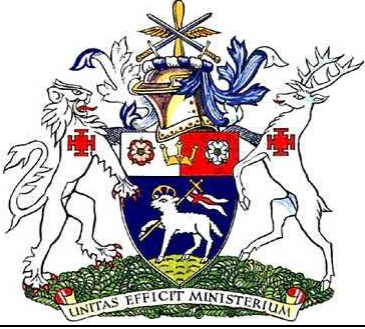
**I authorise the following action**

- 8.1 **The application from Finchley Golf Club to be licensed as a venue for marriages and civil partnership registrations is approved subject to the statutory conditions and additional conditions mentioned above.**
- 8.2 **The applicant and the Superintendent Registrar to be notified of the decision as soon as practicable.**
- 8.3 **The approval to be recorded by the Superintendent Registrar in the register of Approved Premises**
- 8.4 **Copy of the entry in the Register to be delivered by the Superintendent Registrar to the Registrar General.**

**Signed**                      **Andrew Travers, Chief Executive**

**Date**                         **11 June 2015**

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	<h2>General Functions Committee</h2> <h3>23 June 2015</h3>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Vacancies on School Governing Bodies</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Head of Governance</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>Appendix A - List of Ordinary Vacancies on School Governing Bodies</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>Sarah Koniarski, Governance Officer  <a href="mailto:sarah.koniarski@barnet.gov.uk">sarah.koniarski@barnet.gov.uk</a>                  020 8359 7574</p>

<h2>Summary</h2>
<p>The Committee is asked to make recommendations in respect of appointments to local authority governor vacancies on the school governing bodies listed in Appendix A.</p>

<h2>Recommendation</h2>
<p><b>That the Committee recommends appointments to fill the vacancies on school governing bodies listed in Appendix A.</b></p>

**1. WHY THIS REPORT IS NEEDED**

- 1.1 The Committee has a responsibility to recommend appointments to vacancies in respect of local authority governors on school governing bodies. This assists each school’s governing body to be fully constituted and exercise its duties in an efficient and effective manner.

## **2. REASONS FOR RECOMMENDATION**

- 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 wider community. Schools manage the election of candidates to parent and staff governor vacancies. The relevant faith bodies appoint foundation governors in faith schools. The council, however, recommends candidates for appointment to local authority governor vacancies. The General Functions Committee (or Full Council where an urgent decision is required) is responsible for discharging this duty, having regard to each school's eligibility criteria.
- 2.2 Each school governing body will meet to consider the General Functions Committee's recommendations with a view to making appointments to the vacancies. It is for the appointing governing body to be confident that the candidate has the necessary skills, including the willingness and ability to learn and develop, as a governor. Following the governing body's decision, the school's clerk will inform the successful candidate of their appointment.

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

- 3.1 Not applicable

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The Governing Body Clerking Service will be notified of the committee's recommendations and assist the schools to facilitate the appointment process thereafter.
- 4.2 For local authority governor appointments to governing bodies which have reconstituted, a governing body should make clear its eligibility criteria including its expectations of the credentials and skills prospective candidates should possess. Local authorities must then make every effort to understand the governing body's requirements in order to identify and nominate suitable candidates. It is for the governing body to decide whether the local authority nominee meets any stated eligibility criteria and, if it chooses to reject the candidate on that basis, to explain their decision to the local authority.

## **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 delivery of its objectives as set out in the Corporate Plan, its decision making structures will be kept under review to provide effective opportunities for resident participation and engagement.
- 5.1.2 Through the timely execution of its functions, the Committee can assist school governing bodies to fulfil their duties and contribute to the corporate priorities to make sure Barnet is a place:

- of opportunity, where people can further their quality of life
- where people are helped to help themselves, recognising that prevention is better than cure
- where responsibility is shared, fairly
- where services are delivered efficiently to get value for money for the taxpayer.

## 5.2 Resources (Finance and 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 Responsibility for dealing with appointments of local authority representatives to school governing bodies is attributed to the General Functions Committee in accordance with Annex A to Responsibility for Functions. Section 1.8 of Responsibility for Functions, Functions of Full Council provides that Full Council can make appointments to school governing bodies where an urgent decision is required.

5.3.2 All governing bodies of maintained schools are required to be constituted under the School Governance (Constitution) (England) Regulations 2012 or the School Governance (Federations) (England) Regulations 2012, as amended by the School Governance (Constitution and Federations) (England) (Amendment) Regulations 2014 by 1 September 2015.

5.3.3 The governing body must not be smaller than seven members, and must include (subject to the requirements regarding foundation governors in qualifying foundation schools and voluntary aided schools):

- at least two parent governors;
- the headteacher unless the headteacher resigns as a governor;
- one, and only one, staff governor;
- one, and only one, local authority governor; and
- the governing body may appoint as many additional co-opted governors as they consider necessary.

However, the number of co-opted governors who are eligible to be elected or appointed as staff governors must not, when counted with the one staff governor and the headteacher, exceed one third of the total membership of the governing body.

5.3.4 In accordance with regulation 8 of the School Governance (Constitution) (England) Regulations 2012, local authority governors are nominated by the local authority but appointed by the governing body. The local authority can nominate any eligible person as a local authority governor, but it is for the governing body to decide whether their nominee has the skills to contribute to the effective governance and success of the school and meets any other eligibility criteria they have set. Local authorities should therefore make every effort to understand the governing body's requirements and identify and

nominate suitable candidates.

5.3.5 An individual eligible to be a staff governor at the school may not be appointed as a local authority governor.

#### **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 will promote equalities and diversity when making nominations to vacancies.

5.5.2 In delivering this Corporate Plan, the council's priorities and the actions it takes to deliver them will reflect our Strategic Equalities Objective which is that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

#### **5.6 Consultation and Engagement**

5.6.1 Not applicable.

### **6. BACKGROUND PAPERS**

6.1 The Constitution of Governing Bodies of Maintained Schools March 2015 - statutory guidance for governing bodies of maintained schools and local authorities in England.

GENERAL FUNCTIONS COMMITTEE – 23 JUNE 2015

The General Functions Committee is asked to make nominations to the vacancies shown below and shaded grey.

The Governor Support Service is invited to nominate a representative after a position has been vacant for three months or more.

DOLLIS JUNIOR SCHOOL				
Current Representative & Period of Appointment	Status	Nominations		
		Labour	Conservative	Liberal Democrat
<b>Cllr Sury Khatri (C)</b> Appointment expired	Vacancy*			

\* Governor Support has advised that the governing body has expressed a preference for a candidate with HR and/or PR experience.

HOLLICKWOOD SCHOOL				
Current Representative & Period of Appointment	Status	Nominations		
		Labour	Conservative	Liberal Democrat
<b>Cllr Reema Patel (L)</b> Appointment expired 05/07/15	Expired*			

\* Governor Support has indicated that Cllr Reema Patel wishes to be reappointed.

LIVINGSTONE SCHOOL				
Current Representative & Period of Appointment	Status	Nominations		
		Labour	Conservative	Liberal Democrat
<b>Mrs Liz Pearson (C)</b> Appointment expired 29/03/15	Expired*			
<b>Mr Barry Evangelini (C)</b> Resigned 24/11/14				
<b>Mr Antonis Savvides (C)</b> Appointment expired owing to reconstitution of the governing body on 06/03/15				

\* Governor Support has indicated that Mrs Liz Pearson wishes to be reappointed.

MOSS HALL JUNIOR SCHOOL					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
<b>Mrs Daisy Beswick (C)</b> Appointment expired 05/09/14	Vacancy				
<b>Mrs Rohini Abeyasinghe (L)</b> Appointment expired 31/08/14					
<b>Cllr Zakia Zubairi (L)</b> Expired					

SACKS MORASHA FREE SCHOOL					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
<b>Not Applicable</b>	Vacancy*				Ms Judy Lewis

\* Governor Support has advised that Sacks Morasha is a new free school. The school has suggested Ms Judy Lewis be nominated as the local authority representative based on her experience and skills.

ST JOHN'S CE PRIMARY SCHOOL (N20)					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
<b>Cllr Alison Cornelius (C)</b> Appointment expired 23/04/2014	Vacancy*				



ST JOHN'S CE SCHOOL (N11)					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
<b>Mr Antonakis Vourou (L)</b> Appointment expired 16/09/2013	Vacancy*				Mr Tony Vourou
<b>Mr Adam Rynhold (C)</b> Appointment expired 24/10/14					

\* Governor Support has indicated that Mr Tony Vourou wishes to be re-appointed.

ST JOSEPH'S CATHOLIC PRIMARY SCHOOL					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
<b>Ms Maria Accurso (C)</b> Resigned 28/01/15	Vacancy				

ST PAUL'S CE SCHOOL (NW7)					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
<b>Cllr Joan Scannell (C)</b> Appointment expired 24/01/15	Vacancy				

ST THERESA'S CATHOLIC SCHOOL					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Gov Support
<b>Mrs Colinne Martyn (C)</b> Resigned 2014	Vacancy				

<b>BARNET EARLY YEARS ALLIANCE</b>			
<b>Current Representative &amp; Period of Appointment</b>	<b>Status</b>	<b>Nominations</b>	
<b>Not Applicable</b>	<b>Vacancy*</b>	<b>Labour</b>	<b>Liberal Democrat</b>
		<b>Conservative</b>	<b>Gov Support</b>
			<b>Ms Christine Hobart</b>

\* The Barnet Early Years Alliance is a federation of three nursery schools; Brookhill, Hampden Way and St Margaret's, which will come into effect on 1 September 2015. To facilitate the creation of the federation, a joint planning group was formed with the purpose of designing all aspects of the federation's organisation, including staffing and governance. Governor Support has been advised by the joint planning group that following detailed consideration, Ms Christine Hobart was recommended to be the local authority candidate based on her skills and experience as a governor at Hampden Way Nursery, together with the continuity of service which her appointment would provide.

**1. BRIEFING NOTE ON RECONSTITUTION**

All governing bodies of maintained schools must be constituted under the 2012 Constitution Regulations or the 2012 Federation Regulations, as appropriate, by 1 September 2015.

- The governing body must not be smaller than seven members, and must include (subject to the requirements regarding foundation schools in qualifying foundation schools and voluntary aided schools):
- at least two parent governors;
- the headteacher unless the headteacher resigns as a governor;
- one, and only one, staff governor;
- one, and only one, local authority governor; and
- the governing body may appoint as many additional co-opted governors as they consider necessary. However, the number of co-opted governors who are eligible to be elected or appointed as staff governors must not, when counted with the one staff governor and the headteacher, exceed one-third of the total membership of the governing body.

The 2012 regulations set out a fundamental change in how LA Governors are appointed; namely that LA Governors are nominated by the local authority but appointed by the governing body, based on eligibility criteria.

Those Governing Bodies that are in the process of reconstitution have requested that appointments to any existing vacancies be held (and not appointed to) until the reconstitution process is completed.

**2. BRIEFING NOTE ON THE LA GOVERNOR NOMINATION PROCESS**

For local authority governor appointments to Governing Bodies which have reconstituted, a governing body should make clear its eligibility criteria including its expectations of the credentials and skills prospective candidates should possess. Local authorities must then make every effort to understand the governing body's requirements in order to identify and nominate suitable candidates. It is for the governing body to decide whether the local authority nominee meets any stated eligibility criteria and, if it chooses to reject the candidate on that basis, to explain their decision to the local authority.

Once appointed, local authority governors must govern in the interests of the school and not represent or advocate for the political or other interests of the local authority; it is unacceptable practice to link the right to nominate local authority governors to the local balance of political power.

As highlighted in statutory guidance for maintained schools on the constitution of the governing body (the principles of which may also be of interest to academies), it is for whoever is appointing the governor to be confident that they have the necessary skills, including the willingness and ability to learn and develop as a governor. To make an informed decision on the matter an interview or detailed discussion will need to take place with each prospective candidate, with references (oral or written) taken as necessary and appropriate. *Governors' Handbook – Jan 2015*

Sarah Beaumont  
2015

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