

**MEETING**

**GENERAL FUNCTIONS COMMITTEE**

**DATE AND TIME**

**TUESDAY 6TH DECEMBER, 2016**

**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 BEM  
Vice Chairman: Councillor Wendy Prentice

**Councillors**

Richard Cornelius Alison Moore Daniel Thomas  
Ammar Naqvi

**Substitute Members**

Geof Cooke Tom Davey David Longstaff  
Adam Langleben John Marshall Charlie O-Macauley

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is at 10AM, Thursday 1 December. Requests must be submitted to Maria Lugangira 020 8359 2761 maria.lugangira@barnet.gov.uk

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

**Andrew Charlwood – Head of Governance**

Governance Service contact: Maria Lugangira 020 8359 2761

Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes	To Follow
2.	Absence of Members	
3.	Disclosable Pecuniary interests and Non Pecuniary interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Question and Comments (if any)	
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13.	General Functions Committee Work Programme	195 - 202
14.	Motion to exclude the press and public	
15.	Decision of a School Governing Body not to Appoint a Local Authority Representative Nominated by the Council	203 - 204
16.	Any item(s) that the Chairman decides is urgent	

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AGENDA ITEM 7

## General Functions Committee

**6 December 2016**

<b>Title</b>	<b>Recruitment and Retention Payments Policy</b>
<b>Report of</b>	Graeme Lennon, Strategic HR Director
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix 1 – Recruitment and Retention Policy
<b>Officer Contact Details</b>	Graeme Lennon, Strategic HR Director graeme.lennon@barnet.gov.uk - 020 8359 5080

### Summary

In March 2016 the Council agreed to introduce Unified Pay for all Council employees with effect from 1 October 2016. As part of the unified rewards agreement the General Functions Committee agreed to the development of two schemes covering recruitment and retention and that these should be brought back to a future meeting for ratification. This report seeks GFC approval of the recruitment and retention schemes

### Recommendations

1. That the General Functions Committee agrees to the introduction of recruitment and retention schemes that allow the Council to pay supplements to basic salary where there are recruitment or retention difficulties in areas of the workforce with effect from 1 October 2016.

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

- 1.1 This report is needed to authorise the introduction of recruitment and retention schemes for the Council.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The aim of the Recruitment and Retention Payment Policy is to ensure that the Council remunerates all of its employees at a level at which recruitment or retention difficulties will not be encountered (the proposed Recruitment and Retention payments scheme is attached at appendix 1).
- 2.2 Recruitment or Retention Payments are paid in circumstances “where market pressures would otherwise prevent the Council from being able to recruit staff to and retain staff in sufficient numbers for the posts concerned at the normal salary for a job of that weight”.
- 2.3 Recruitment or retention payments can be considered in cases where it is proven that adjustments to non-pay benefits are unlikely to improve the situation.

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

- 3.1 The Council could increase the basic salary rates for jobs where there are recruitment or retention difficulties; however the Council needs to take in to consideration equal pay legislation and therefore its pay and grading structure needs to be determined by following an approved job evaluation scheme. As all Council posts follow an approved job evaluation scheme, each job is placed within the Council’s pay and grading structure, it is therefore not possible to simply increase the basic pay of any post that has either recruitment or retention problems.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The Recruitment and Retention Payments Policy will be introduced from 1st October 2016. A report to this committee will be produced in October 2017 that updates members of the situation as it stands at that time.

## **5. IMPLICATIONS OF DECISION**

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

The Council believes that the added benefit to the Council of having a Recruitment and Retention Payments Policy increases productivity and lower staff turnover, which would reduce recruitment costs.

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

The majority of costs associated with recruitment and retention payments are within the Social Care professions and it is not expected that there will be any increase in these areas as recruitment difficulties are now being managed effectively.

**5.3 Social Value**  
Not applicable

**5.4 Legal and Constitutional References**

In accordance with Annex 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.

In addition, at the last Committee meeting in March 2016, the GFC requested for this report to be sent back to them for approval.

**5.5 Risk Management**  
Not applicable

**5.6 Equalities and Diversity**

5.6.1 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.

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

Ensuring the Council's pay arrangements are fair, robust, equitable and comply with equalities legislation are key considerations. The impact of applying the recruitment and retention payments is a positive one for staff, however it is acknowledged that the schemes could lead to pay inequality if it is found that one group falling under a protected characteristic is paid more than another group.

If there were to be pay inequality between groups falling under a protected characteristic, the Council would need to demonstrate that the inequality is not discriminatory and is purely down to a robust and fair scheme. The Council aims to reduce any risk of unlawful discrimination by establishing a monitoring and review process which would consist of the following:

- Periodic review and audit of the policy and procedure by the General Functions Committee, Workforce Board in conjunction with the senior leadership team and Trade Union representatives.
- Annual report to the GFC which would include equality data.

It is hoped that this would eliminate the potential for any unlawful discrimination under the scheme.

**5.7 Consultation and Engagement**

Not applicable

**5.8 Insight**

Not applicable

**6. BACKGROUND PAPERS**

6.1 None

# **RECRUITMENT AND RETENTION PAYMENT POLICY**

## **PART 1**

### **1. POLICY STATEMENT**

- 1.1 This document outlines the policy and procedure utilised by London Borough of Barnet for awarding either recruitment or retention payments.
- 1.2 This policy recognises the need for consistency, equity and fairness to be maintained across all Council services.
- 1.3 This policy is applicable to all Barnet Council employees. **It does not apply to teaching staff or staff employed in Schools who have their own procedures.**

### **2. ENGAGEMENT**

- 2.1 This policy will be communicated to staff via team meetings/team brief and will be available for staff on the website.
- 2.2 Training and support will be available to all Line Managers in the implementation and application of this policy

### **3. SCOPE**

- 3.1 This policy is applicable to all Barnet Council employees. **It does not apply to teaching staff or staff employed in Schools who have their own procedures.**

### **4. POLICY PURPOSE & AIMS**

- 4.1 The aim of the Recruitment and Retention Payment Policy is to ensure that the Council remunerates all of its employees at a level at which recruitment or retention difficulties will not be encountered. This policy should be read in conjunction with the Council's terms and conditions of service handbook.

### **5. DEFINITIONS**

- 5.1 Recruitment or Retention Payments (RRP) are additional payments to the basic pay of an individual post or specific group of posts. All payments are non-contractual.
- 5.2 Recruitment or Retention Payments may be paid in circumstances "where market pressures would otherwise prevent the employer from being able to recruit staff to and retain staff in sufficient numbers for the posts concerned at the normal salary for a job of that weight". The payments are capped at 10% for each element.
- 5.3 A Recruitment and Retention Payment is a supplementary payment over and above the basic pay that the post holder receives by virtue of their position on their pay band.
- 5.4 A Recruitment or Retention Payment will apply to posts rather than to employees. Where an employee moves to a different post that does not attract a recruitment or retention premium, the payment will cease and pay protection will not apply.

5.5 Only in exceptional circumstance would both recruitment and retention payments be applicable and therefore normally a post or post(s) would qualify for one payment capped at 10% of basic pay.

***Short Term Payments***

5.6 Short-term Recruitment or Retention Payments will apply where the labour market conditions giving rise to recruitment or retention problems are expected to be short-term and where the need for the premium is expected to disappear or reduce in the foreseeable future. Short term premia will normally be applied for a period of no longer than one year. If it is expected that the premia payment will continue for more than one year, this should be considered under 'Long Term Premia' (5.8)

5.7 Short-term Recruitment and Retention Payments:

- may be awarded on a one-off basis or for a fixed-term;
- will be regularly reviewed (not less than annually);
- may be withdrawn, or have the value adjusted, subject to a notice period of six months; and
- will not be pensionable, or count for purposes of overtime, unsocial hours payments or any other payments linked to basic pay.

***Long Term Payments***

5.8 Long-term Recruitment and Retention Premia will apply where the relevant labour market conditions are more deep-rooted and the need for the premium is not expected to vary significantly in the foreseeable future.

5.9 Long-term Recruitment and Retention Premia:

- will be awarded on a long-term basis;
- will be regularly reviewed (not less than bi-annually);
- may be awarded to new staff at a different value to that which applies to existing staff;
- may be withdrawn, or have the value adjusted, subject to a notice period of six months; and
- will not be pensionable, or count for the purposes of overtime, unsocial hours payments and any other payments linked to basic pay.

5.10 Both long-term and short-term Recruitment and Retention Payments will be expressed as cash sums and will be separately identifiable from basic pay, any high cost area supplement, and any other component of pay.

5.11 Any locally awarded recruitment or retention premium for a given post shall not exceed 10% of basic salary for each category. It will be the responsibility of the Manager to ensure that any payments awarded do not result in payments in excess of this amount. In the event that, following review and subject to a 6 month notice period the Recruitment or Retention Payment is withdrawn, pay protection arrangements will not apply.

## **6 PRINCIPLES**

6.1 A recruitment or retention payment may be awarded on either a short-term or long-term basis, determined by principles outlined in the following paragraphs.

6.2 The Council may use payments in two main ways; either through recruitment; or through a requirement to retain staff; based on the job within a locality or through a market shortage or a specific skill set, both of these may be applied in a long or short term capacity.

6.3 Recruitment or retention payments will be considered in cases where it is proven that adjustments to non-pay benefits are unlikely to improve the situation and one or more of the following conditions apply:

- There are documented labour market shortages within a defined geographical area;
- Councils locally have agreed to pay supplements for designated posts and the Council needs to remain competitive in the recruitment market for equivalent posts;
- There is a competitive labour market where salary survey data indicates that enhancements to Council evaluated pay rates would be required to attract and retain staff;
- Where there is consistent data showing high patterns of turnover, supported by exit interview data, indicating a direct link to dissatisfaction with pay levels.

6.4 However, if on the basis of paragraph 6.3 above, it is decided that the vacancy problem can be addressed most effectively only through a recruitment or retention payment, consideration should be given to whether the problem is likely to be resolved in the foreseeable future (in which case any premium should be short-term) or whether it is likely to continue indefinitely (in which case any premium should be long-term).

6.5 Before consideration is given to payment of Recruitment or Retention Payment to ensure retention of staff, management will ensure non-pay benefits (e.g. training and development) are sufficiently developed.

## **7 ROLES / RESPONSIBILITIES / DUTIES**

7.1 To ensure consistency in the application of payment of Recruitment or Retention Payments across the Council, the Line Manager should work with the Strategic HR Director in applying the appropriate award.

7.2 The application for the award of recruitment and retention premia can only be approved by a Director and the Strategic HR Director.

## **8 IMPLEMENTATION**

8.1 This policy will be communicated to staff via team meetings/team brief and will be available for staff on the website.

8.2 Support will be provided to all Line Managers in the implementation and application of this policy.

8.3 Breaches of this policy may be investigated and may result in the matter being treated as a disciplinary offence under the Council's disciplinary procedure.

## **9 TRAINING & AWARENESS**

9.1 A copy of the policy will be available on the Council's intranet and training needs will be identified via the appraisal process and training needs analysis.

## **10. MONITORING & REVIEW**

10.1 The policy and procedure will be reviewed and audited periodically by General Functions Committee, Workforce Board in conjunction with the senior leadership

team and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

## **11 REFERENCES**

- 11.1 This policy should be read in conjunction with the Council's recruitment policy and the Council's terms and conditions of service handbook.

## PART 2

### 1. PROCEDURE

- 1.1 This section sets out the procedure by which the need for recruitment or retention payments will be decided.
- 1.2 Managers who identify that they have a current or potential serious recruitment or retention difficulty should discuss this with their HR Business Partner with a view to establishing the underlying reasons and finding a solution.

The Manager and HR Business Partner will review:

- the recruitment activity to date, including the advertising that has already taken place (media, style etc.), the quality of the recruitment information pack (job description, person specification, department information etc.) and the response rates;
- whether the difficulty could be addressed through a more flexible approach to working patterns, the use of part-time staff, adjusted roles, service modernisation etc;
- whether an increased supply of candidates could be achieved through the use of an improved non-pay employment package – improved training package, relocation expenses, etc;
- whether the experience is national, local to the Council only or whether it is also the case in other local relevant employers;
- whether the problems are related to avoidable work-related pressures, working environment, volumes, procedures etc. that require attention; the staff survey may have useful pointers in this regard;
- the reasons for leaving given in recent exit interviews (where available);
- whether the problem is seen as short or long term;
- whether the use of bank, agency or locum staff is an acceptable and more cost effective solution.

- 1.3 Where appropriate, local staff representatives will be included in these discussions.
- 1.4 Where the conclusion of these discussions is that it may be appropriate to authorise a recruitment and retention payment, the Recruiting Manager should prepare a written report (Appendix 1) setting out the case and including, for example:
  - the department's staffing establishment and skill mix;
  - the current level of staffing and skill mix;
  - relevant performance data – targets, achievements etc;
  - evidence of the difficulties in recruiting/retaining staff within the grade(s) that are the concern;
  - details of the recent recruitment activity for the vacancies;
  - evidence that non-pay solutions have been tried and have proven unsuccessful;
  - the proposed level of payment and the grade(s) that this would apply to: this may be
    - set at different rates for pay points within the same grade;
    - whether a long term or short term premium is proposed;
    - the number of staff involved;
    - the cost of the proposal and the additional costs currently being incurred in supporting the service;
    - evidence that the proposed payment has a basis in terms of pay rates elsewhere in the national or locally;
    - How and to what extent the proposed payment will address any current performance deficit i.e. what impact it will have on service delivery.

In other cases, such as the planned closure of a service or a significant service growth in a hard to recruit to service, the Manager may wish to anticipate any expected recruitment or retention difficulties. In this case the situation should be discussed with the Senior Manager/Head of Service and HR Business Partner as above and an appropriate action plan developed.

- 1.5 The agreed report should then be submitted to the relevant Director and Strategic HR Director for consideration.

**BUSINESS CASE FOR RECRUITMENT AND RETENTION PAYMENT****Supporting Evidence**

Post Title:			
Directorate:			
Post Pay Band:			
Number of Posts:			

Is this application for problems with: (Please Tick)			
Recruitment	<input type="checkbox"/>	Retention	<input type="checkbox"/>
Both <input type="checkbox"/>			
Are you applying for:			
Short Term RRP	<input type="checkbox"/>	Long Term RRP	<input type="checkbox"/>
Proposed Effective Date:	Proposed Duration:		
Is there any other RRP currently applied?			
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If YES, please give further details:			
Summary of identified difficulties to recruit or retain:			

Evidence of previous attempts to recruit or retain. In this section you should include information such as: exit interview results; response to adverts; turnover rates for post(s); National Shortages; Availability of Locum/Agency Equivalents; External Rates of Pay etc.

How many posts or similar posts are in the service/Delivery unit?

If you are providing information about external rates of pay for similar posts, please attach recent adverts

Suggested value of RRP based upon above information (per full-time post): £ per annum

Please summarise any other action that has been taken/considered to overcome recruitment or retention issues. This should include: flexible working; additional training; changes to roles and recruitment initiatives.

Who else could be affected by this application? For example, are there any implications for posts that attract external sources of funding?

Please detail below how the total cost of the proposed RRP and any cost saving that could be achieved through the application of RRP (i.e. reduction in agency costs)

Suggested X Number of EMPLOYEES = Total RRP Value  
COST OF RRP

Current Cost of Cover (per person):

Where will the RRP be funded from? (e.g. Existing/Additional Funding)

Expected benefits of applying RRP

Proposed by: .....

Signed: .....

Date: .....

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AGENDA ITEM 8

## General Functions Committee

**6 December 2016**

<b>Title</b>	<b>Recruitment of the Chief Executive and Head of Paid Service</b>
<b>Report of</b>	Graeme Lennon, Strategic HR Director
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix 1 - Chief Executive and Head of Paid Service job description Appendix 2 - Overview of role and requirements
<b>Officer Contact Details</b>	Graeme Lennon, 020 8359 5080, Graeme.Lennon@Barnet.gov.uk

### Summary

The Chief Executive's post has been covered on an interim basis since May 2016 and it is proposed that arrangements are put in place to fill the post on a permanent basis.

This report provides an update and makes recommendations to the General Functions Committee to proceed with external recruitment for the Chief Executive's position; this will involve setting up a meeting of the Chief Officers Appointment panel.

### Recommendations

**That the General Functions Committee:**

1. Agree the approach and timetable for the recruitment and selection of a Chief Executive and Head of Paid Service as detailed in paragraph 1.6 and Appendix 1
2. Agree to the advertising of, and recruitment to, the Chief Executive's post.
3. Decide on (and report back to Council) the salary package for the Chief Executive as this is in excess of £100,000 per annum (in accordance with section (e) of the General Functions Committee Terms of Reference)
4. To set the parameters for the remuneration of Chief Executive on recruitment (in accordance with section g. of the General Functions Committee Terms of Reference)

**5. Should an internal appointment be made to the Chief Executive and Head of Paid Service, agree to the advertising of, and recruitment to, any subsequent vacant posts which arise as a result of the appointment above Assistant Director Level.**

**1. WHY THIS REPORT IS NEEDED**

- 1.1 The Chief Executive and Head of Paid Service post is currently vacant.
- 1.2 Full Council on 24 May 2016 approved that Mr John Hooton, Chief Operating Officer, should act up to the role of Chief Executive with effect from 24 May 2016 until a permanent appointee commenced employment.
- 1.3 Section 2.1 of the HR Regulations requires General Functions Committee approval to advertise and recruit to any vacant post above Assistant Director Level.
- 1.4 In accordance with section (e) of the General Functions Committee Terms of Reference the Committee is responsible for deciding on (and report back to Council) salary packages over £100K per annum.
- 1.5 In accordance with section g. of the General Functions Committee Terms of Reference the Committee is responsible for setting the parameters for the remuneration of Chief Officers on recruitment
- 1.6 The Chief Officers Appointment Panel is responsible for the appointment of chief officers of the Council. The Chief Executive role is a statutory officer of the council and the appointment must be made by this Panel subject to approval by full Council. The suggested recruitment timetable is outlined below:

Activity	Date
Advert Go-Live	Tuesday 20 <sup>th</sup> December
Closing date and initial evaluation of applications	Tuesday 3 <sup>rd</sup> January
Shortlisting meeting with the Chief Officer Appointments Panel	Week Commencing 9 <sup>th</sup> January 2017
Interview and Assessment by the Chief Officer Appointments Panel	Week Commencing 16 <sup>th</sup> January 2017
Full Council Ratification	Tuesday 31 <sup>st</sup> January 2017

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 To seek direction from the General Functions Committee as to their preferred approach to the recruitment of the Chief Executive position, to attract high quality candidates and determine the appointment process.
- 2.2 The Committee are being asked to agree the role profile and duties for which we will attract candidates for their consideration as well as the salary range for the post.
- 2.3 The Committee are also being asked to express their views as to how they would like to recruit potential candidates including the approach to attracting high quality candidates and testing their suitability for the role.
- 2.4 The Committee are being asked to agree the salary range for the post which is currently at the median salary range for Chief Executives at £177,613 - £187,613.

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

- 3.1 The Council had considered inviting internal applications from potentially suitable candidates. This has not been recommended to allow the Chief Officers Appointment Panel the opportunity to review a wider range of candidates for these key roles. This does not prevent internal candidates applying for the roles.
- 3.2 Officers have considered using Executive recruitment suppliers but we have not recommended this course as we feel our internal recruitment resources have the knowledge of the market and this is preferable to a large-scale attraction campaign.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Subject to the decisions of the Committee, the Strategic HR Director will make the necessary arrangement for the post to be advertised in line with the Council's Financial Regulations.
- 4.2 A Future meeting of the Chief Officer Appointments Panel will be put in place for the review of candidates and the interviews and appointment of the suitable candidates.

## **5. IMPLICATIONS OF DECISION**

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

This is a key position in the council's organisational structure. The Council believes that the added benefit to the Council of having a motivated senior management team will increase productivity and lower staff turnover, which would reduce recruitment costs.

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

The appointments are within the revenue budgets approved within the establishment of the Council and in line with the structure approved by the General Functions Committee on 29th June 2016.

**5.3 Social Value**

Not applicable

**5.4 Legal and Constitutional References**

- 5.4.1 In accordance with section 15 of the Constitution, Responsibility for Functions, the Chief Officer Appointments Panel deals with Chief Officer Appointments, disciplinary and capability matters.
- 5.4.2 Under section 7 Local Government and Housing Act 1989 all appointments to a local authority paid office shall be made on merit.
- 5.4.3 Council Constitution, Responsibility for Functions, Annex A – details the responsibilities of the General Functions Committee which state that “In accordance with supplementary guidance issued by the Department for Communities & Local Government in 2012 and February 2013 Council be given the opportunity to vote on Chief Officer salary packages, of salary packages of £100,000 or more and any severance packages at or above £100,000 and in instances where Council has delegated these functions to the General Functions Committee, then the General Functions Committee will decide on and report back to Council on:
- Chief Officer salary packages; and
  - Salary packages to be offered of £100,000 or more

**5.5 Risk Management**

- 5.5.1 The Interim Chief Executive and Chief Operating Officer (John Hooton) will retain the designation as Interim Chief Executive until the Chief Executive is appointed and starts in post. This retains a senior officer of the Council as the Head of Paid Service.

**5.5 Equalities and Diversity**

- 5.6.1 The Council has in place policies to ensure fair treatment and opportunity in our appointments to all roles within the Council. Prior to the selection of candidates, the Chief Officer Appointments Panel will receive a briefing on these policies and approach to fair and equal requirement.
- 5.6.2 For candidates with a disability, reasonable adjustments will be put in place to support their application and demonstrate their capabilities where they may be potentially disadvantaged as a result of any of the selection processes. This will be determined by the Director of Human Resources.

## **5.7 Consultation and Engagement**

- 5.7.1 No further consultation is required for these proposals.
- 5.7.2 It is good practise to include senior stakeholders in the process of selection where appropriate. This will be considered as part of the overall selection and assessment centre. Not applicable

## **5.8 Insight**

Not applicable

## **6. BACKGROUND PAPERS**

- 6.1 Role Profile & duties – Attached Appendix 1.



## **APPENDIX 1 - CHIEF EXECUTIVE AND HEAD OF PAID SERVICE JOB DESCRIPTION**

The Chief Executive has lead responsibility to implement the Council's policies, ensuring that it delivers to its objectives and duties, within budget, and according to strategic priorities and statutory requirements. London Borough of Barnet is implementing on its dynamic vision to become an exemplar authority through the development of different approaches to serving the needs of its community which are based on the principles of citizen-empowerment, a genuinely local focus and long-term economic sustainability.

The Chief Executive will be at the forefront of driving forward and consolidating an ambitious change programme to achieve this objective. Working closely with the Leader, Cabinet and Strategic Commissioning Board to prioritise performance at both the corporate and the individual level, this role requires energy, grit, determination and the capacity to inspire, motivate and drive forward the transformation agenda. Commercial acumen is also essential, in order to deliver the substantial efficiency savings required by the fundamental changes in public service funding prompted by the economic downturn. The Council must work extensively in partnership with other organisations – public, private and voluntary – to deliver high quality, cost effective services that ensure a good quality of life for the residents of Barnet. Therefore, the ability to build, manage and maintain key stakeholder relationships is crucial.

### **Role Purpose**

To lead the strategic management of the Council to ensure quality and best value for money.

To be the Council's principal policy and business adviser.

To be the managerial leader, ensuring that the staff of the Council deliver the agreed objectives and priorities.

To take the statutory responsibilities of Head of Paid Service

To deliver, within a politically-led environment:-

- The Council being positioned at the leading edge of public service innovation. The pursuit of new funding and income streams to ensure the Council is as self-sufficient as possible.
- Challenge to all parts of the Council to ensure that the working practices, systems and behaviours of staff accord to best practice in the commercial world.
- The Council taking a prominent role in community leadership for Barnet working within complex partnerships across the public, private and third sectors.
- Effective arrangements for ensuring a closely aligned political and managerial partnership focused tightly on delivery and strategic outreach.

This role will:

- Act as principal advisor to the Council in the formulation of its objectives, values and strategic policies, and to ensure that these are delivered and implemented effectively, so that the Council fulfils its statutory responsibilities and meets the needs of its citizens in line with legal and budgetary requirements.

- Work with councillors to lead and develop relationships with key stakeholders in Government, and across all sectors and communities in Barnet, creating partnership working to influence views and decisions for the benefit of Barnet communities. In particular to shape and influence public sector spend and best use of resources in Barnet.
- Lead and inspire the Council's services and hold it accountable, collectively and individually, for the effective delivery of the objectives, political and financial aspirations and goals of councillors.
- Build and develop strong relationships with existing and potential Partners (local, regional and national) in order to build collaboration and confidence towards multi-agency working.
- Develop a creative, citizen-focussed, high-performance, financially sustainable organisation, in which all staff are clear about their individual responsibilities and roles, to ensure the Council delivers quality and value to the Barnet.
- Review the structure, capacity, skills and performance of the Council to ensure that they match the needs of local citizens, fiscal constraints, strategic priorities and statutory requirements. Promote a culture that exhibits a positive outlook and continuous improvement to meeting the challenges despite financial constraints.
- Take overall responsibility for the Council's risk and reputation management by ensuring it operates in an open, accountable and democratic manner.
- Monitor and advise on the Council's corporate governance arrangements.
- Be responsible for the overall co-ordination and performance management of the Council's operations, including arrangements for managing major projects.
- Participate in the appointment of the Council's Directors, undertake their annual performance and development reviews, and address any issues arising.
- Act as Electoral Registration Officer and organise elections.

## **Core Accountabilities**

- Think Customer:
  - Ensuring that there is a clear and jargon free strategic document in place focused on the delivery of outstanding services that meet the needs and expectations of the people of Barnet.
- Leadership & People Management:
  - Providing strong, visible, consistent and courageous leadership setting out a clear vision and direction that identifies individual and collective responsibilities and accountabilities.
  - Inspiring staff to demonstrate and support a culture of high personal standards and performance, acknowledging their accomplishments and developing their skills through a framework of coaching and mentoring.

- **Democratic Spine:**
  - Providing clear advice and guidance to Council Members helping them to develop and agree strategic priorities and approaches for the Council.
  - Reporting the outcomes flowing from the implementation of their strategy.
  - Identifying the on-going needs of Members to be properly equipped and trained to make informed decisions in their increasingly demanding role.
- **Financial & Risk Management:**
  - Overseeing the Council's overall financial budget by exercising financial and commercial acumen ensuring that the corporate financial position remains within agreed parameters.
  - To ensure robust policies are in place to comply with relevant legislative and statutory requirements for effective risk.
- **Market Analysis & Management:**
  - Looking to the future to capitalise on opportunities and steer clear of potential threats.
  - Seeing the opportunities in the midst of the pressure of everyday activities.
  - Focusing on a healthy mix of high quality public, private and third sector providers in Barnet to ensure the best possible outcomes for local people.
- **Partnership Building:**
  - Forming strong strategic relationships with a broad range of local, regional and national organisations building strong partnerships to provide high quality, outcome focused services.
  - Finding a common language that connects with customers, thereby leading to better understanding about proposed solutions.
- **Business & Resource Planning:**
  - Ensuring that business plans meet Medium Term Financial Strategy savings whilst continuing to deliver the agreed priority outcomes.
- **Knowledge, Skills and Experience**
  - Substantial record of senior strategic leadership achievement and experience.
  - Recent experience of successfully leading the delivery of outcomes and transformation in a large local authority, including cross function performance management and improvement.
  - Significant analytical skills and clear strategic thinking is required to provide complex advice that balances competing environmental, social and economic considerations in a joined-up, clear and sensitive manner.
  - Strong negotiation and influencing skills to ensure that others co-operate in the achievement of corporate objectives.
  - An in-depth knowledge, understanding and experience of the social, legal and economic context within which local authorities work and the implications of this for delivery of council aims.
  - Broad knowledge of public sector service delivery and strategic commissioning approaches.
  - Ability and track record in building broad networks and partnerships across the public, private and voluntary sectors, at borough, regional and national level.

- A collaborator who can develop productive relationships with a varied and broad range of stakeholders and communities to ensure the development, design and delivery of services that reflects their needs.
- Experience of having worked at a senior level in a political environment, skills in understanding and responding to different perspectives and taking a cross-organisational perspective.
- Business acumen gained from creating a commercial environment where the management of cost and delivery of priority outcomes are paramount.
- An inspirational leader who motivates, leads and has a track record of getting things done.
- Politically astute, with strong integrity and a good appreciation of governance.

## **Core Leadership Behaviours**

- Customer Focused:
  - Leads the organisation in its focus on its customers
  - Demonstrates by example that customers' needs are placed at the centre of the Council's priorities.
  - Is seen as a role model and behaves accordingly.
  - Includes measurement of management team performance from customer feedback
- Drive Innovation
  - Creates and embeds a learning culture
  - Uses knowledge and understanding to the development needs of staff in anticipation of on-going change and challenge.
  - Eliminates any notion of attributing "blame" when things go wrong.
  - Takes a personal and active lead as a coach and mentor.
  - Identifies the on-going needs of Members to be properly equipped and trained to make informed decisions in their increasingly demanding role.
- Brings Insight
  - Initiates looking to the future by scanning the external environment to capitalise on opportunities
  - Introduces new and imaginative ways of assessing current activity and the options around change.
  - Focuses on taking opportunities in the midst of the pressure of everyday activities.
- Drive Continual Improvement
  - Champions continual improvement
  - Challenges performance levels and focuses on "raising the bar".
  - Leads on identifying accountability and responsibility for actions.
  - Looks for ways of measuring qualitative as well as quantitative performance.
- Entrepreneurial
  - Leads on creating new opportunities
  - Actively champions and supports the introduction of new ideas and thinking.
  - Acts as a role model in future thinking and publicly acknowledges individuals who contribute ideas that benefit the Council and its customers.

- Engages People
  - Acts as an exemplar in building a committed workforce
  - Projects a positive and optimistic attitude throughout good and bad times.
  - Actively supports and celebrates individual and collective success.
  - Is seen as a visible and supportive leader by both the organization and its various partners.
- Influences
  - Takes a strategic approach
  - Recognises and uses influence to capture a wide range of support both within and out with the Council
  - Actively pursues a wide network for both current and longer term need.
  - Leads on the interpretation of local, regional and national thinking which will demand Council action.
- Confident and Resilient
  - Understands and accepts the nature of the role of Chief Executive
  - Has the courage to maintain a point of view under pressure.
  - Avoids the temptation to be detached and distant as a means of earning respect.
  - Remembers that people have emotions and will only genuinely respond to leaders who share feelings

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## **APPENDIX 2 - OVERVIEW OF ROLE AND REQUIREMENTS**

London Borough of Barnet, Chief Executive

Draft Briefing Document for Candidates provided by Leaders of the Conservative and Labour Parties.

### **Focus of Role**

The Chief Executive will play the leading role on the implementation of the Council's transformation agenda aimed at serving the Barnet community through a commissioning approach to providing services.

Delivering this ambitious change demands considerable leadership and personal qualities that arguably go beyond those traditionally required in former times. Whilst working with the Council Leader, Elected Members and Corporate Directors in setting the strategic direction and priorities regardless of Political mandate, remains an essential and on-going responsibility, delivering the strategy will now become the task of the Strategic Commissioning Board.

The Board's focus will be on innovation, creativity and an absolute commitment to the principles of meeting the needs of the Barnet community irrespective of the means of delivery which may be through public, private or voluntary sector organisations. A key priority for the Chief Executive, as leader of the Board, will be initiating, fostering, encouraging and monitoring a wide range of partners and multi-agency alignment all aimed at the provision of integrated, cost efficient and effective services to the people of Barnet.

Given the unremitting pressure on Council funding, the Chief Executive will need to exercise considerable financial and commercial acumen in guiding the Council towards the successful delivery of its agenda for change.

Barnet enjoys strong political leadership and good cross party working and Members welcome highly visionary, visible and capable leadership in the organisation. A new chief executive will be comfortable working with and contributing to the direction of the Council in conjunction with Members, and feel able to act as critical friend whilst respecting the democratic process.

Whilst significant change has taken place over the last few years, and more is anticipated, there is no doubt that there is a critical need for the contracts and business in Barnet to be consolidated and the plan delivered upon. This does not mean there isn't room for further innovation, particularly if it is about delivering more or better for less for the residents of Barnet. But it is important to note that major outsourcing contracts, key delivery units with strong citizen accountability and a heightened emphasis on intervention and prevention are at sensitive stages and the new chief executive will need to assure Members of their ability to deliver on these first. A successful transition and maintaining business as usual will be an initial priority for the new chief executive.

Barnet enjoys strong and high quality leadership at all levels, and has put emphasis on developing clear values and behaviours within the organisation and in its work with partners. The values and behaviours play an important part of how we 'do business' and we want a chief executive who feels passionately about engaging citizens, employees and

partners in an aligned organisation where values and behaviours are lived, not just written on the wall.

Further details of these are set out in the job description and candidates are encouraged to take time to read through them and consider how as the organisational leader for Barnet they will meet and exceed these.

### Our Ideal Candidate

Whilst we have set out in the person specification the key areas of competence, we thought it would be helpful to hear what our Members and partners think is important in our new chief executive;

- Experienced in leadership/senior management roles ideally gained in a local authority of similar size/scope/challenge.
- Bring vision and innovation to delivering change for residents
- Experienced in offering sound advice and healthy challenge to Members to develop clear strategies.
- Be focused and passionate about the community we serve, and understand the priorities for those who live in Barnet; and ensure that the things our community values/needs are of focus.
- Understand the purpose and limitations of local government. Be business like, but recognise that Barnet Council is not a plc.
- Have experience of diverse models of delivery; large scale contracts; commercial and partner management and the ability to drive effectiveness through contracts and partnership.
- Bring experience or understanding of managing population growth successfully and sustainably; and translate this into the Council's plans and strategies.
- Someone who has or can quickly gain real knowledge of Barnet, the community and the challenges of the Borough and can demonstrate experience of making change happen for residents.
- Be credible quickly with Members, partners and senior managers – be comfortable with Members taking the lead externally and confident personally under pressure and in the spotlight internally; be able to use and influence external networks for the benefit of Barnet; but remain focused on Barnet.
- Recognise and value the role of partners and partnership in delivering services and changing lives in Barnet. Be an experienced and effective partner for Barnet, recognising when to lead and when to follow.
- Be a confident leader of the organisation; bring sound ideas and new innovations that will improve operational success and positively impact our residents.
- Be inquisitive about and interested in the community and interested in how we can improve their lives through our work.
- Inspire others to do great things; be the natural leader of a strong senior management team and set positive leadership behaviour through effective people and performance management

## AGENDA ITEM 9

	<h2 style="text-align: center;">General Functions Committee</h2> <h3 style="text-align: center;">6 December 2016</h3>
<b>Title</b>	<b>Libraries Services Transformation Programme</b>
<b>Report of</b>	Assistant Director, Early Intervention and Prevention
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix 1 – Libraries Services Final Consultation Document Appendix 2 – Current Libraries Service Structure Chart. Appendix 3 – Proposed Libraries Service Structure Chart. Appendix 4 – Equalities Impact Assessment
<b>Officer Contact Details</b>	Hannah Richens <a href="mailto:Hannah.richens@barnet.gov.uk">Hannah.richens@barnet.gov.uk</a> 020 8 359 7779; Andrew Merritt - Morling <a href="mailto:Andrew.merritt-morling@barnet.gov.uk">Andrew.merritt-morling@barnet.gov.uk</a> ; Vandana Mahan <a href="mailto:vandana.mahan@barnet.gov.uk">vandana.mahan@barnet.gov.uk</a> 020 8 359 4781

### Summary

The report proposes changes to the Library Service within the Family Services Delivery Unit. Details of the proposed changes are set out in the main body of the report.

The Library Service Manager led collective and individual consultations between 7 July and 12 September 2016. The proposed restructure affects more than 20 employees and therefore requires consideration by General Functions Committee.

Whilst the implementation date for this restructure is 1 April 2017, 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 Assistant Director, Early Intervention and Prevention to take the necessary actions to implement transitional arrangements to ensure continuity of business.

## **Recommendations**

- 1. That the General Functions Committee approve the proposed restructure of the council's Library 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. That the General Functions Committee authorise the Assistant Director, Early Intervention and Prevention 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 Library Service.
- 2.2 The proposed restructure will facilitate the delivery of the required savings target (£1.6m) whilst maintaining a library service from all 14 library sites. 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 the savings required.
- 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 customer service as it would not be possible to maintain all 14 library sites or to avoid deletion of front-facing roles.

## **4. POST DECISION IMPLEMENTATION**

4.1 Should the committee approve the proposed Library Service organisational re-structure the following will be implemented on 1 April 2017:

- New role profiles and evaluated grading.
- New organisational structure.
- Recruitment to vacant posts via redeployment in the first instance.
- Redeployment to posts across the Council.
- Redundancy.

## **5. IMPLICATIONS OF DECISION**

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

- These proposals maintain a library service from all 14 library sites across Barnet. The revised library service offer will continue to deliver key corporate objectives as articulated within appendix C of the report ‘Barnet’s Future Library Service’ which was submitted to the Children, Education Libraries and Safeguarding Committee (CELS) on 23 March and which was then approved by Council on 4 April 2016.

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

- By 2019/20 the Library Service revenue budget will have been reduced by £1.6m as part of the Council’s Medium Term Financial Strategy. The proposals set out within this report can be accommodated within this revised service budget.
- 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.
- The table below summarises the budget for the Library Service and includes MTFS savings of £1.6m.

<b>Year</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
Budget saving	£0.041m	£1.510m	£0.053m	£0.012m	£1.616m

- The proposed reduction in staff costs will result in a corresponding reduction in the number of hours during which the borough’s libraries are open with staff. In total these staffed hours will reduce from 634.5 per week to 188 per week. Overall opening hours will be increased to 904 per week through the use of Self-Service Opening systems.

- The proposals include the deletion and creation of a number of new posts, as detailed in the consultation document attached as Appendix 1. The Library Service establishment will be reduced by a total of 50.3 FTE as a result of this restructure.
- Should the recommendations be approved, the proposals will be implemented in accordance with the council's Managing Organisational Change Policy.
- One of the objectives of the implementation of the proposal is to minimise the number of redundancies by searching for suitable redeployment opportunities. At the outset of the restructure process, 76 staff (61.5FTE or full time equivalents) were at risk of redundancy.
- A number of redeployment routes have been adopted throughout the re-structure period. These are:
  - At risk staff have been encouraged to apply for vacancies and new roles within the revised libraries structure alongside any ring-fenced roles. As at 1 November five staff have been redeployed in this way reducing potential redundancy costs by circa £71,000. The selection process for these vacancies is currently on-going and all roles are expected to be filled by staff at risk of redundancy.
  - All at risk staff have been placed on the redeployment register for LBB jobs and all available roles have been circulated.
  - Contact has been made with local schools who have been asked to consider at risk library staff as potential candidates.
  - As part of the Association of London Chief Librarians, the Libraries Manager has circulated to all at risk staff all roles currently available in other London library services.
  - Six interview skills workshops have been held for at risk staff.
  - A number of 1-1 sessions have been held with staff at risk of redundancy to discuss potential redeployment options. These are also on-going.
- The consultation document located in Appendix 1 was developed to open consultation in July 2016 and was updated in September 2016 following conclusion of formal consultation. This document was provided under section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 to the Council's recognised trade unions prior to consultation opening on 7 July 2016 and closing on 12 September 2016.
- 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.
- The Committee is asked to note that the recommended restructure has been subject to consultation and amended in light of the consultation responses received (as detailed in Appendix 1).

- The reasons for the proposed redundancies are as defined in the consultation document (Appendix 1). This document was provided to the Trade Unions in advance of opening and closing consultation.
- The timetable of events has also been issued in the various briefings and communications throughout the process.
- The Council's Managing 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. Redundancy and where relevant pension estimates were sent to staff where requested.
- The revised staffing structure reflects changes to the library service revenue budget between 2016/17 and 2019/20. The cost of the new structure is in line with this revised budget and is reduced by a total of £1.7m. Implementing the new structure will enable the service to meet MTFS savings targets.
- The cost of the new structure has been assessed by finance colleagues with all role profiles graded according to the HAY scheme adopted for Unified Reward.
- The new structure will take effect from 1 April 2017 and will thus constitute full year savings.
- There is the potential for some additional revenue costs associated with protected pay liabilities, but these are not expected to be significant, with three FTE staff anticipated to be eligible for protected pay. Anticipated costs total around £5,000. Protected pay will apply for a period of six months from 1 April 2017.
- The restructure selection process is currently on-going and is due to be completed at the end of November 2016, with the Library Service establishment reduced by a total of 50.3 FTE posts. Whilst the final total of redundancies is not yet known, the anticipated number is likely to be circa 20 FTE (around 28 individuals). The cost of these redundancies is currently estimated to be in the region of £270,000 - £300,000 inclusive of voluntary redundancy.

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

- In accordance with Annex 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.
- The consultation process with staff is required in accordance with s188 Trades Union and Labour Relations Consolidation Act (1972).

## **5.4 Risk management**

- The following risks are associated with this proposed restructure:
  - If the proposed restructure is not approved the council may not be able to make the budget cuts necessary to comply with savings set out in the Medium Term Financial Strategy.
  - Suitable candidates may not be recruited at the required level for the new libraries structure or may not be recruited in a timely fashion resulting in delays in future design and implementation phases.
  - Turnover within the Library Service may increase during the period of the restructure leading to an inability to fill all roles.

## **5.5 Equalities and Diversity**

- 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.
- The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the delivery of services.
- 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 further explored with staff affected and mitigated where possible.

## **5.6 Consultation and Engagement**

- The requirements of the new service offer and restructure were set out in briefings to the recognised trade unions and staff in July and September 2016.
- The trade unions were informed on 7 July and 12 September of the dates of the Library Service consultation, both verbally and in writing. Formal consultation with the unions will be on going until implementation on 1 April 2017.
- 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.
- 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.
- There were a number of feedback routes for employees including one to one meetings, larger briefings, trade union responses, e-mail and frequently asked questions (FAQs).
- The consultation took place by means of various meetings on the launch date and at the end of consultation with recognised trade unions and affected staff. These meetings are detailed below:
  - Collective union consultation; The Assistant Director: Early Intervention and Prevention, accompanied by the Head of Libraries, Workforce Development and Community Engagement, the Libraries Manager, 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: Assistant Director, accompanied by senior managers in the Library Service 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 and end of consultation date.
  - Individual consultation: Where requested, 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

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

- All comments were collated, reviewed and responded to as part of the overall consultation process and circulated on a regular basis to the Trade Unions and employees through FAQs.

## **6. BACKGROUND PAPERS**

6.1 The following background papers are relevant to this restructure:

- Children Education Libraries & Safeguarding Committee Paper – 28 October 2014, Libraries Strategy.  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8016&Ver=4>
- Children Education Libraries & Safeguarding Committee Paper – 12 October 2015, Barnet's Future library Service.  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8512&Ver=4>
- Children Education Libraries & Safeguarding Committee Paper – 23 March 2016, Barnet's Future Library Service.  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8261&Ver=4>  
 Council – 4 April 2016, Barnet's Future Library Service  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8344&Ver=4>

**London Borough of Barnet**

**Implementation of the Library Service Review - Staff Consultation Document**

**12 September 2016**

## VERSION CONTROL

Version	Date	Version changes	Changes Made
V1	18/05/16	Original draft	Andrew Merritt-Morling
V2	20/05/16	Establishment update, current and new proposed structure	Andrew Merritt-Morling
V3	20/05/16	Section 2.3 Number of staff in scope inserted/current establishment table updated Appendix A updated Appendix B updated	Vandana Mahan
V4	24/05/16	Amendments to text and key facts updated following review	Andrew Merritt-Morling
V5	28/05/16	Amendments following Programme Board	Andrew Merritt-Morling
V6	31/05/16	Amendments from Vandana Mahan	Andrew Merritt-Morling
V7	03/06/16	Amendments from AMM and HR	Andrew Merritt-Morling
V8	7/9/2016	Final Consultation document	Vandana Mahan
V9	8/9/2016	Amendments from HR	Hannah Richens

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## **1. BACKGROUND**

Together with the attached appendices, this document is provided under s188 of the Trade Union & Labour Relations (Consolidation) Act (1992) and under 'Information and Consultation of Employees Regulations' to inform and consult employees about proposed changes to their working circumstances.

Prior to opening this extended period of formal consultation from 7 July to 5 September 2016 the Council met with the Trade Unions on the 6 June to discuss the proposed restructure of the Library Service. Further meetings with the Trade Unions have taken place on 16 June and 12 July. The consultation report has been updated for the close of consultation following feedback during consultation from Trade Union colleagues and employees.

Original proposals for the restructure of the Library Service are outlined in Appendix 1. Revised proposals are outlined in Appendix 2.

## **2. PROPOSED ASSIMILATION, REDEPLOYMENT AND REDUNDANCY PROCESS**

It is the aim of the Council to try to minimise compulsory redundancies and the Council will ensure that redeployment process selection methods and any redundancy payment will be in line with existing agreed procedures.

The process for filling the proposed new posts is as follows:

- Each post has been assessed to identify whether there is assimilation opportunity via a job-match assessment;
- Where assimilation is not possible the posts will be advertised to at risk staff within the Library Service. Selection will be through a formal assessment process which will take place following the consultation period;
- Where posts remain vacant they will be advertised council-wide to redeployees
- Any posts still unfilled may then be advertised internally and externally as appropriate.

### **2.1 Proposed method for selecting for redundancy**

As set out above we have carried out a desk-top exercise to match current posts to new posts. Where there are more people to be assimilated than posts then the redundancy selection criteria set out in Managing Organisational Change policy will be applied. We will also use a selection interview containing objective selection criteria based on the required competencies for the post.

Where staff are applying for posts as redeployees then recruitment selection criteria will be applied.

Advice about preparing Redeployment Application Forms and interview skills will be offered to all affected staff in advance of any selection process. This will not be available for staff that have been assimilated.

A process has been developed to enable staff to express a willingness to be considered for redundancy. This 'expression of interest' will not be binding to either the individual or to the Council. Decisions about redundancy requests will be made before the start of the formal selection process.

## **2.2 Staff implications and Structural changes**

Following the consultation process and taking into account feedback received from staff and Trade Unions some changes have been made to the proposed structure of the Library Service and to some Role Profiles. These will be confirmed in a General Functions Committee report or a separate Delegated Powers Report.

The Library Service will implement the new structure from 1 April 2017. It is anticipated that all internal interviews will have taken place and assimilations confirmed by 2 January 2017. Any external recruitment and redeployment will take place after this date.

All responses to this consultation were sent to [librariesstrategy@barnet.gov.uk](mailto:librariesstrategy@barnet.gov.uk) with responses distributed to all libraries staff via regular FAQs .

## **3. TIMESCALES**

It is proposed to implement the final structure with effect from 1 April 2017, subject to approval from the Council's Workforce Board and General Functions Committee.

A formal communication on the consultation responses will be delivered to all employees on 12<sup>th</sup> September 2016.

<b>TIMETABLE</b>	<b>Action</b>
6 June at 12 Noon	JNCC Meeting – Trade Unions informed of timelines for staff consultation.
8 June 2016	Workforce Board approves initiation of staff consultation.
w/c 13 June 2016	Email to staff informing them of timelines for staff consultation.
7 July 2016	All Staff Briefing signals start of formal 60-day Consultation Period commencing. At risk notices will be issued to all at risk staff.
July and August 2016	Support Sessions for Staff.
7 July – 5 September	60 day consultation period with individual and collective meetings as required to gather feedback and written FAQs prepared and shared with staff in scope. 1-1 sessions undertaken as requested with affected staff.
5 September 2016	Formal closure of Staff Consultation. Note. Consultation has been extended from 45 days to 60 days due to summer holidays.
5-8 September 2016	Consultation response document prepared.
12 September 2016	Presentations to Trade Unions and staff on LBB feedback to date and close of consultation.
From 7 September 2016	Interview skills workshops (19 and 22 September 2016, plus further dates to be confirmed in October and November 2016)
September 2016 – March 2017	Redeployment and 1:1 activity to continue for those at risk of redundancy.
12 October 2016	Workforce Board receive and consider final recommendations following close of formal consultation
6 December 2016	General Functions Committee to receive and consider final recommendations following close of formal consultation
December 2016	All staff informed of their role in the new structure
December 2016	Council-wide recruitment commences for re-deployed employees (subject to GFC approval)
December 2016	Redundancy notices issued where appropriate
January 2017	Open/external recruitment commences
31 March 2017	Last day of service for those given notice of redundancy
1 April 2017	New structure implemented

#### **4. OUTLINE OF MANAGING ORGANISATIONAL CHANGE CONSULTATION AND IMPLEMENTATION APPROACH**

The approach and implementation of the Library and Local Studies Service Consultation was carried out in line with the LBB Managing Organisational Change guide. This guide aims to reduce the number of dismissals involved in any restructure and mitigate the effects of any dismissals, with a target date of 1 April 2017 for full commencement of the new Libraries structure.

The consultation period ran from 7 July -5<sup>th</sup> September 2016. The consultation period required to be undertaken before any dismissals take place is 45 days as the potential number of redundancies is anticipated to be above 20. However due to the summer break and following agreement with the Trade Unions, this period was extended until 5 September 2016.

The Trade Unions were informed on the 6 June, 16 June and 12 July 2016 of the dates of the Library consultation, verbally and in writing. Formal consultation with the Trade Unions commenced on 7 July 2016, completing on 5th September 2016. During the consultation the Trade Unions were kept updated and consulted with throughout.

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 were to take effect;
- the proposed method of calculating any redundancy payments, other than those required by statute, that the employer proposes to make.

#### **4.1 Areas for consultation**

The following section sets out how the council engaged with stakeholders to seek feedback on its proposals. The key areas for consultation were:

- Structural proposals: what were the views of those being consulted about the proposed staff structure, 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?
- Assimilation/ ring-fencing: what were the views of staff regarding the proposed approach to assimilation to job roles and ring-fences in the new structure?
- Vision: Did staff feel that the proposed structure would deliver the vision for the new library service as articulated in the 23 March CELS Committee report.

#### **4.2 Formal Consultation Method**

It is recognised that the proposals to restructure the Council's Library and Local Studies 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:

- 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.
- Were properly consulted about the proposals.

This includes 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 would be brought about following consultation
- the need for redundancy would be minimised but balanced against the Authority's need to retain employees with the skills and experience necessary to best meet future service requirements and
- redeployment opportunities would 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 was accessible to all employees
- To ensure that communication was 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 following the launch date of the consultation and comprised:

- **Collective union consultation:** Duncan Tessier, Assistant Director; Flo Armstrong and Val White 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:** Duncan Tessier, Assistant Director; Flo Armstrong; Val White; and the HR Lead presented the proposals to the affected Library staff who were invited to a consultation launch meeting on 7<sup>th</sup> July 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.
- **Site by site consultation:** Library senior managers visited every library and work location to take feedback and to answer questions from affected employees.

#### **4.3 Responding to consultation**

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

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

All FAQs, and the responses from management to staff, are available in Appendix 3.

#### **4.4. Additional support for staff**

Providing support for affected employees during this time was considered to be critical 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.employeecare.com](http://www.employeecare.com).
- **HR advice:** Where required, the HR Lead provided advice to employees on an individual basis.
- **Dealing with Change for staff sessions:** Workshops were arranged for staff to discuss the impact of the proposals and how to deal with stress and change.

Further staff support is planned as the restructure moves into the next phase:

- **Interview skills and 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. Two sessions have been booked so far with further sessions to follow.
- **Pensions Workshop:** Staff at risk of redundancy have been invited to attend workshops to obtain Pensions advice. One session has taken place so far with further sessions booked.

## **5. 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, have been and will continue to 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.

Four 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 will be considered on an individual basis.

Subject to the decision of the General Functions Committee, the new structure will become operational from 1 April 2017, with the assimilation, redeployment processes commencing from that date. A detailed recruitment strategy to fill any remaining vacant posts will be implemented following the completion of all ring fence posts, initially internally and then externally.

## **6. 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 Libraries 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 on, or are due to go on maternity leave or who are currently on long term sickness absence, have been and will continue to be included and involved throughout the process.

After close of consultation a detailed Equality Impact Assessment will be undertaken of those staff who have been identified as being 'at risk'.

## **APPENDIX 1 – ORIGINAL RESTRUCTURE PROPOSAL**

### **1. Background**

The Library Service was restructured in 2008/09 and then again in 2012/13.

The following structure was developed in the light of Library Review requirements to reduce current revenue costs by circa 70%.

Savings achieved by implementing this structure total £1,736,683 (subject to the final evaluation of role profiles under Unified Reward) with a reduction of c.51.5 FTE.

The proposed structure will deliver the amended service offer submitted to the Children Education Libraries and Safeguarding Committee (CELS) on 23 March 2016 and subsequently approved by Full Council on 4 April 2016.

In line with this amended service offer, staffed opening hours will be reduced at all 14 library sites. As a consequence the most significant changes are reflected in the proposed number of front-line library staff to be employed within the Library Service.

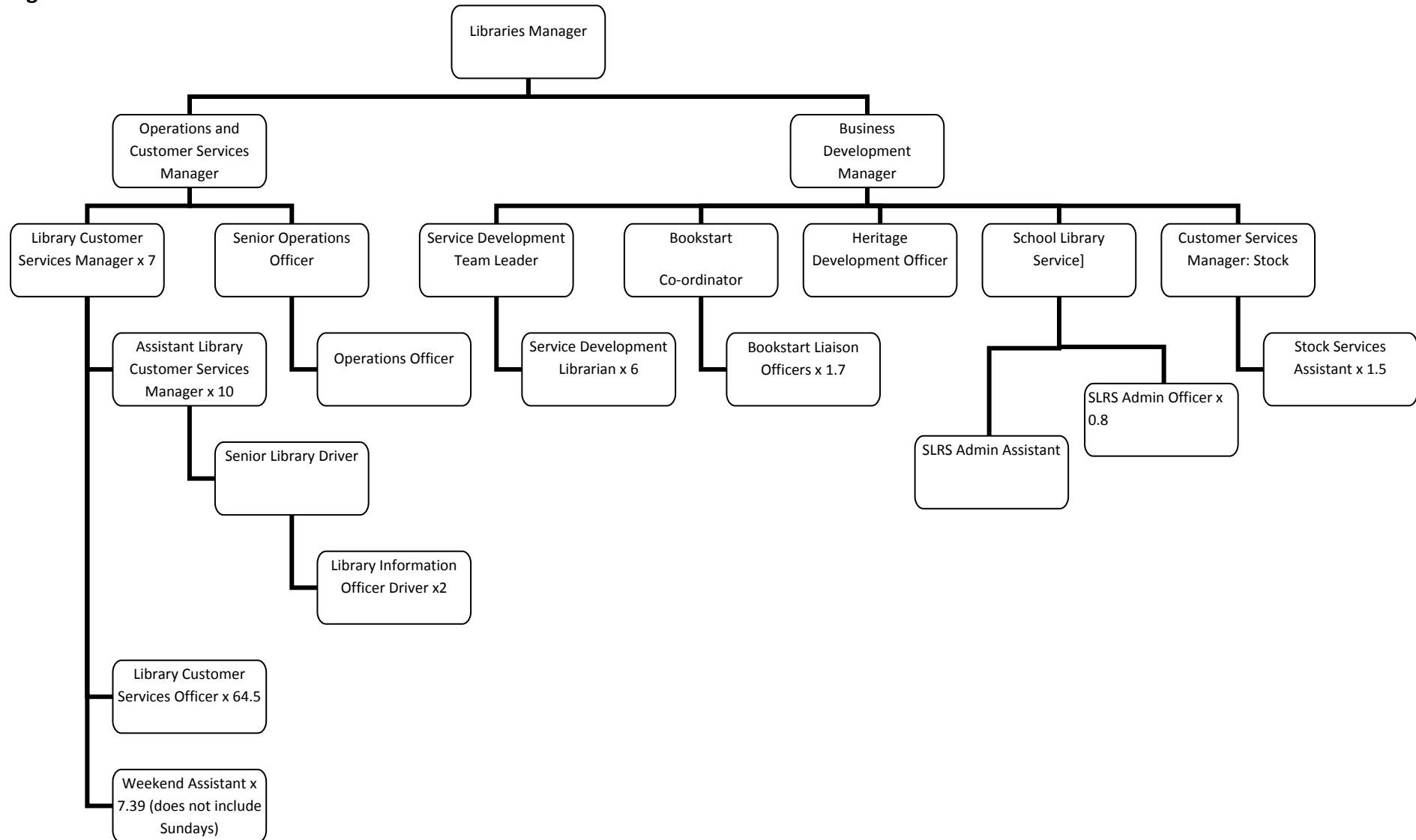
Fewer changes are proposed to specialist and development teams. These teams were significantly reorganised and reduced during the 2012 staff restructure, with professional librarians re-located from library sites to a small peripatetic team based at NLBP. The expertise of these teams will continue to be required if the service is to develop and grow over the coming years. Specifically the central professional teams will be important in maintaining services to customers with protected characteristics including children under-16 years of age.

Details of proposals on a team by team basis are outlined below.

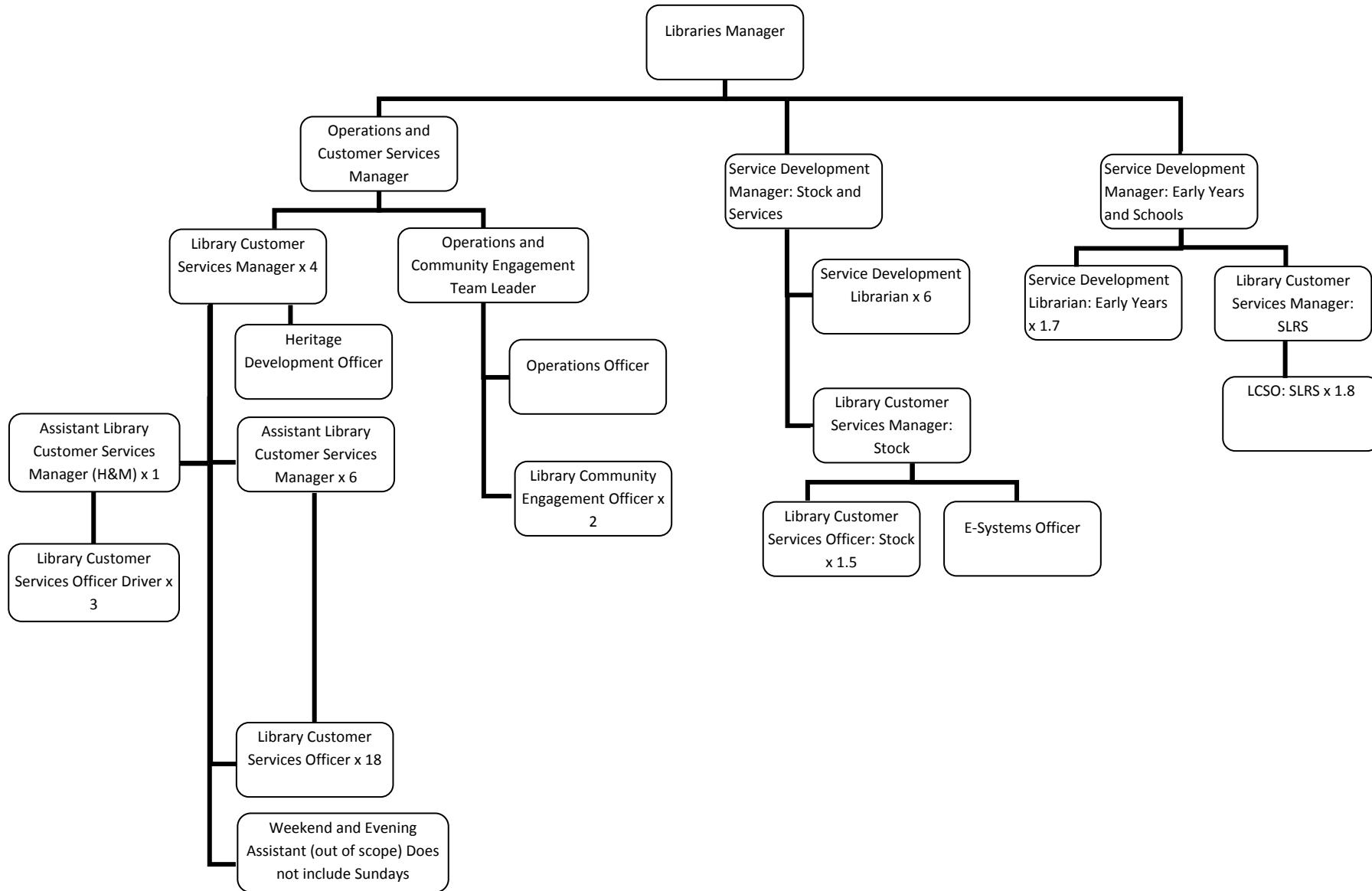
### **2 Current Staffing Structure and Proposed Changes**

The current staffing structure for Barnet Libraries appears overleaf. The proposed new structure follows immediately after at Figure 2.

**Figure 1: Current Staff Structure**



**Figure 2: Proposed Staff Structure**



## **2.1 Proposed Changes and Rationale**

The original proposed new staffing structure retained the current split between front-line staff and development teams (Operations Division and Business Development Division).

### **2.1.1 Proposed Operations Division**

The following teams/ individuals are considered in this section:

- Staff based in library branches
- Local Studies and Archives Service
- Home and Mobile Library Service
- Library Community Engagement Team
- Operations and Community Team Leader
- Operations Officer

#### *a) Staff Based in Library Branches (LCSMs, ALCSMs and LCSOs)*

The revised Operations Division would comprise the 10 LBB sites, the four Partnership Libraries, the Local Studies and Archives Service, the Home and Mobile Library Service, the Operations Officers and a new Library Community Engagement Team.

Each proposed Core Plus site would be managed by a Library Customer Service Manager (LCSM) who would supervise a maximum of two Assistant Library Customer Service Managers (ALCSMs) based in Core libraries in the locality or attached to the Home and Mobile Library Service. One Library Customer Service Manager would line-manage the Heritage Officer based at the Local Studies and Archives Service. This post would move from the Business Development Division to the Operations Division.

For example: The LCSM based at Church End Library would line-manage and oversee the ALCSMs at North Finchley and East Finchley libraries and provide day-to-day support to the Partnership Library organisation delivering services at South Friern Library.

Each site would deliver its allocation of half day opening sessions of staffed hours using a cohort of Library Customer Service Officers (LCSO) in addition to the relevant LCSM or ALCSM.

The remit of the LCSMs and the ALCSMs would remain largely unchanged, though some complexity would increase. In addition to standard management duties, both LCSMs and ALCSMs would (as now) perform large amounts of front-line duty providing support to Library Customer Services Officers (LCSOs). Front-line managers would also be required to ensure service standards are maintained between the three different types of opening hours (staffed, volunteer supported and technology enabled) at each Core Plus and Core site.

The remit of the LCSOs would remain largely unchanged, focus being on the delivery of front-line services to customers, including the delivery of events and activities. Each LCSO would generally be required to work at more than one site per day.

*b) Local Studies Service*

In the proposed structure the Local Studies Service transferred from the Business Development Division to the Operations Division. This positioning was considered more appropriate to the front-facing role of Local Studies, helping to better integrate the service into the wider public service. The Heritage Development Officer would report to one of the Library Customer Service Managers (LCSM). The remit of the Heritage Officer would remain unchanged.

*c) Home and Mobile Library Service*

The proposal streamlined and flattened the current structure of the Home and Mobile Library Service. This is possible due to the recent re-grading of the Information Officer Driver post. The proposal replaced the current Senior Information Officer Driver and two Information Officer Driver posts with three Library Customer Service Officer Drivers, all able to deputise for the ALCSM (Home and Mobile).

*d) Library Community Engagement Team*

This would be a new team comprising of two *Library Community Engagement officers (LCEOs)*. Their role would be to work with Partnership Library organisations, providing an annual package of training and undertaking quarterly monitoring visits. They would also manage the recruitment, training and retention process for (LBB) library volunteers, both those deployed to support technology enabled opening and those working during standard staffed hours. The LCEOs would work closely with the Operations Officer to deploy volunteers on a day to day basis and to ensure that sufficient volunteers are on site at all times. The LCEOs would not be responsible for recruiting or managing volunteers in Partnership Libraries but would provide advice and guidance to Partnership Library organisations as required.

*e) Operations and Community Team Leader*

An *Operations and Community Team Leader* was proposed to replace the current Senior Operations Officer. This post would continue to take responsibility for all office and financial functions (coordinating and overseeing library banking, managing centralised deliveries to sites, overseeing all office and utilities procurement), overseeing management of the staff timetable and line-managing the Operations Officer. In the original proposals this post was also to line-manage the two Library Community Engagement Officers.

*f) Operations Officer*

The *Operations Officer* role would remain largely unchanged with the addition of data collection for the service, in particular the collation of data associated with national

benchmarking schemes such as LAPS and CIPFA. This post will also work together with the Library Community Engagement Officers to deploy volunteers throughout the service

### **2.1.2 Proposed Business Development Division**

The following teams / individuals are considered in this section:

- Service Development Teams (currently the Service Development Librarians and Early Years Teams)
- School Libraries Resources Service
- Stock Team (BSC)
- E-systems Officer

#### *a) Service Development Teams*

The proposal reduced the number of specialist units and instead created two Service Development Teams – *Early Years and Schools* and *Stock and Services*. Both Service Development Teams would be managed by a Service Development Manager.

*The Early Years and Schools Team* would comprise two service areas (Early Years and School Libraries Resources Service). Both are already predominantly traded to education organisations and establishments with some revenue-generating services also delivered directly to the public and to other Local Authorities. The original proposal maintained the level of staff within both teams. However it was proposed to standardise the number of contracted hours worked by posts in the School Libraries Resources Service from the current mix of term time and full year posts to full year posts only. Since the busiest times for this service are often during the school holidays, it was felt that this would create greater resilience within the team and enable a more effective delivery of traded and income generating services.

*The Stock and Services Team* would comprise the current cohort of Service Development Librarians and the Bibliographic Services Team (LCSM: Stock and Stock Services Assistants). They would continue to take responsibility for selecting and procuring the stock held at each library site, additionally working with the Library Community Engagement Officers and Partnership Libraries to ensure that stock provision and maintenance at Partnership sites conforms to the required service standards. The Stock and Services Team would be responsible for managing all borough-wide literacy and learning events (Summer Reading Challenge, Barnet Festival, Six Book Challenge, etc.) as well as developing initiatives to reach new audiences. They would continue to initiate bids for external funding and to develop public services offered on a revenue-generating basis.

*E-Systems Officer:* A new post of E-Systems Officer was proposed as part of this team with responsibility for administering the Library Management System (LMS). This function previously sat with CSG but was transferred back into the service from 2013. Funding for the post is provided within the commercial arrangements agreed with Capita. Placing the E-Systems Officer within the Stock and Services Team was felt to provide additional resilience to this function, enabling cover during periods of absence and annual leave.

### **2.1.3 Proposed Management Team**

The following current posts are considered in this section:

- Libraries Manager
- Operations and Customer Services Manager
- Business Development Manager

#### *a) Libraries Manager*

The pace of change is unlikely to abate and the need for robust strategic business planning and the development of key strategic partnerships will continue to be vital for the long-term sustainability of the library service. In order to ensure that the service has appropriate professional and strategic leadership it was, therefore, proposed to retain the post of Libraries Manager.

#### *b) Operations and Customer Services Manager*

In order to ensure that the Libraries Manager has sufficient capacity to deal with matters at a strategic level, it was proposed to retain the post of Operations and Customer Services Manager, adding to this role responsibility for oversight of the Partnership Library Service Level Agreements and the extension of the LBB library volunteer programme. The Operations and Customer Services Manager would deputise in the absence of the Libraries Manager, formalising current arrangements.

#### *c) Business Development Manager*

It was proposed to delete the post of Business Development Manager. The higher-level strategic elements of the post would be absorbed into the Libraries Manager post with the line management and day to day development responsibilities dispersed between the two new Service Development Managers. This would enhance operational capacity whilst maintaining sufficient strategic leadership and facilitating additional savings (c. £30,000). Deletion of this post also reflects the Council's Workforce Strategy to reduce layers of management and management costs.

## **3. SUMMARY OF APPROACH AND PROPOSED CHANGES**

These restructure proposals have been prepared in accordance with the current pay and grading methodology and role profiles have been evaluated under GLPC and Hay grading to align with the Unified Reward programme. As the Council has now reached collective agreement in respect of Unified Reward with the Trade Unions, HR have also evaluated these roles under the new Unified Reward Scheme and the service will consult with staff and the Trade Unions on the basis of these evaluations.

## 4. STAFF IN SCOPE

### 4.1 Posts in and out of Scope

All library teams and posts are in scope of the proposed restructure with the exception of Weekend and Evening Assistants which are out of scope.

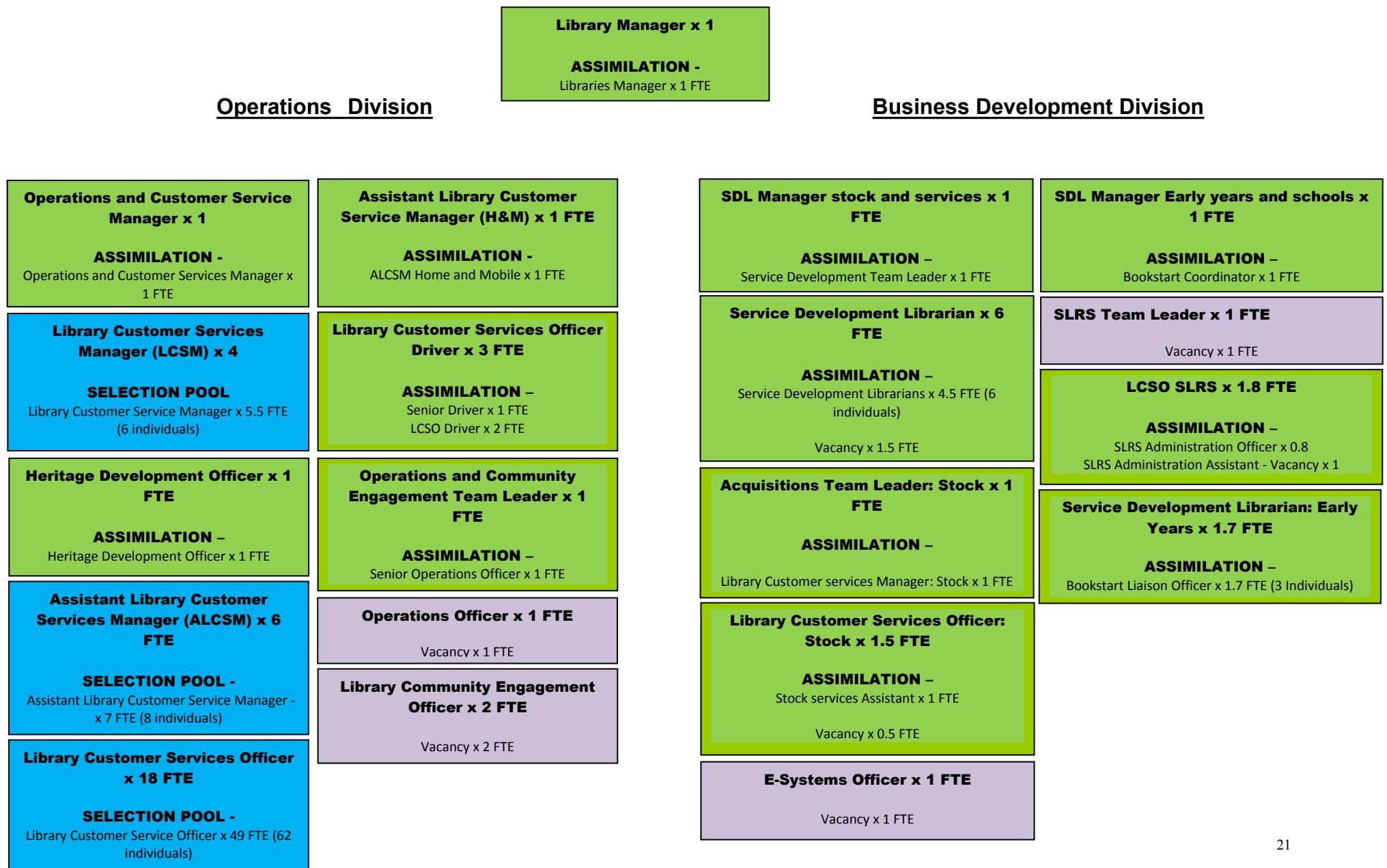
A number of posts are currently filled with staff on temporary or fixed term contracts or with agency staff. Whilst the impacts of the proposals have been considered in relation to all staff employed within the Library Service, only those fixed term or temporary staff with 4 years or more of continuous service with Barnet Council are included within the restructure ring-fences and for the purposes of assimilation. Staff with less than 4 years continuous service and agency workers will have the opportunity to apply for these positions when they are advertised internally. Total posts in scope of this restructure are circa 113 FTE and a headcount of 99 individuals.

### 4.2 Original Ring-fences and Assimilations

Current Job Title	Grade	Proposed role	Grade	Assimilate/Ring fence	No.of proposed posts	People affected
Libraries Manager	scp 51-54	Libraries Manager	scp 51-54	Assimilate	1	1
Operations and Customer Service Manager	scp 45-48	Operations and Customer Service Manager	scp 45-48	Assimilate	1	1
Business Development Manager	scp 42-45			Deleted	0	0
Senior Operations Officer	scp 31	Operations and Community Engagement Team Leader	scp 28 -31	Assimilate	1	1
Operations Officer	scp 22-25	Operations Officer	scp 22-25	Vacant ring fence to staff	1	0
NEW		Library Community Engagement Officer	scp 24-27	New and Vacant ring fence to staff	2	0
Library Customer Service Manager	scp 35	Library Customer Service Manager	scp 32-35	Ring fence	7 posts reduced to 4 posts	6
Assistant Library Customer Service Manager	scp 27-30	Assistant Library Customer Service Manager	scp 27-30	Ring fence	9 posts reduced to 6 posts	8
Assistant Library Customer Service Manager (Home and Mobile)	scp 28-31	Assistant Library Customer Service Manager (Home and Mobile)	scp 28-31	Assimilate	1	1
Library Customer Service Officer	scp 21-24	Library Customer Service Officer	scp 21-24	Ring fence	64.5 posts reduced to 18	62

Senior Library Customer Services Driver	scp 22-25	Library Customer Service Officer Driver	scp 20- 23	Assimilate	To LCSO Driver	1
Library Customer Service Officer Driver	scp 20-23	Library Customer Service Officer Driver	scp 20-23	Assimilate	3	2
Heritage Development Officer	scp 28-31	Heritage Development Officer	scp 28-31	Assimilate	1	1
Bookstart Liaison Officer	scp 25-28	Service Development Librarian (Early Years)	scp 25-28	Assimilate	1.7	3
Service Development Librarian	scp 25-28	Service Development Librarian	scp 25-28	Assimilate (vacancies to be ring-fenced to staff)	6	6
Service Development Team Leader	scp 32-35	Service Development Manager Stock and Services	scp 40-43	Assimilate	1	1
Book Start Co-ordinator	scp 32-35	Service Development Manager Early Years and Schools	scp 40-43	Assimilate	1	1
NEW		E Systems Officer	scp 25-28	Ring fence to staff	1	0
Library Customer Service Manager Stock	scp 33-36	Acquisitions Team Leader	scp 33-36	Assimilate	1	1
Stock Services Officer	scp 19-22	Library Customer Services Officer Stock	scp 18-21	Assimilate	1.5	1
Administrative Officer (Term time)	scp 21	Library Customer Services Officer (SLRS)	scp 18-21	Assimilate	To LCSO (SLRS) 1.8 fte posts	1
SLRS Administrative Assistant	scp 14-17	Library Customer Services Officer (SLRS)	scp 18-21	Vacant ring-fence to staff	To LCSO (SLRS)	0
Schools Library Service Manager	scp 32-35	(SLRS) Team Leader	scp 32-35	Vacant ring-fence to staff	23 staff Assimilate 76 staff will be ring fenced to 28 posts 8 posts are vacant	1 0

**Figure 3: Original Ring-fences and Assimilations**



## **APPENDIX 2 – FINAL RESTRUCTURE PROPOSAL FOR THE LIBRARY SERVICE IN BARNET**

### **1. CHANGES TO THE ORIGINAL PROPOSALS**

#### **1.1 Feedback Received and Changes Instigated**

A large number of questions and comments were received from staff and unions throughout the consultation period. All non-personal questions and responses are attached in Appendix 3. Comments and questions were received via email and in group briefing/ Q&A sessions which took place at all libraries and staff bases.

The most common areas of feedback are represented below alongside an overview of the changes made to proposals as a result.

<b>Consultation Theme</b>	<b>Change Applied</b>
1. Concern regarding the number of LCSOs	<p>The number of LCSOs has been increased to 19 FTE and an additional 25 hour post has been created in the SLRS Service (currently financed by extra hours). This action reduces the total number of post reductions from 51.5 FTE to 50.3 FTE</p>
2. Concern that fewer staffed hours would lead to a concentration of work in branches and a build-up of certain types of task	<p>The master timetable has been reconfigured to reduce the number of libraries with consecutive unstaffed days. This has not been possible in the case of Golders Green Library. However, in this instance one of these unstaffed periods is the current closed day and so the impact is considered to be slightly less significant.</p> <p>The number of events delivered during staffed hours will be carefully considered to ensure that what is provided is manageable and reasonable. For example, each site will run either a weekly Rhymetime or a weekly Toddler Read and Rhyme but not both.</p> <p>All sites will also have multiple shelving volunteers.</p>
3. Concern that too many management posts had been retained and that management	<p>The cost of the Service Development Manager: Schools and Early Years has been</p>

<p>costs were too high.</p>	<p>reduced by £6,000 by increasing the trading requirements of the School Libraries Resources Service.</p> <p>A number of additional options for reducing management costs were considered but rejected. On balance it was felt that the proposed quota of frontline managers/assistant managers was required to address the increased complexity of the three types of opening hours. In turn it was felt that the number of line reports within the two service development teams and the need to absorb the tasks and responsibilities of the deleted Business Development Manager post could not be accommodated within one Service Development Manager post. The deletion of the Business Development Manager achieved a saving of £30,000.</p>
<p>4. Concern that there was a lack of joined up working and communication between the Business Development Division and the Operations Division</p>	<p>The number of SDL posts has been reduced by 0.5 FTE. However, 5.5 FTE have been retained in order to be able to maximise the amount of time these posts can visit and support development activities in branches. Joint working in Role Profiles has been emphasised.</p> <p>Relocating professional teams to libraries was considered but rejected. It was felt that these teams were too small to work effectively in this way.</p>
<p>5. Concerns about the nature of part-time contracts</p>	<p>The addition of 1 LCSO post has enabled us to change proposed part-time working patterns so that all part-time posts now have one whole day working and 2 days not working per week.</p>

A number of comments were also received with regards to line reporting structures and role titles. Where these have been amended, they are reflected in the diagram overleaf in figure 4. In particular, the new Library Community Engagement Officers will now report directly to the Operations and Customer Services Manager, reflecting the wide remit of the role and the responsibility of the Operations Manager for Partnership Library contract management.

## **1.2 Changes to post titles and numbers of posts**

Changes in post titles and numbers are outlined in the table below:

Title: Original Proposal	Final Title	Number of posts: Original Proposal	Final number of posts
Community Engagement Team Leader	Operations Team Leader	1	1
LCSO Driver	LCSO (H&M)	3	3
Service Development Librarian	Service Development Librarian	6	5.5
LCSM: Stock	Acquisitions Team Leader	1	1
LCSO: Stock	Acquisitions Officer	1.5	1.5
SLRS Manager	SLRS Team Leader	1	1
LCSO: SLRS	SLRS Officer	1.8	2.5
Service Development Librarian: Early Years	Early Years Development Officer	1.7	1.7

All other posts remain unchanged.

## **1.3 Post grades**

There have been no changes to proposed grades. These are outlined below:

- Libraries Manager – Grade L
- Operations and Customer Services Manager - Grade K
- Library Customer Services Manager - Grade H
- Assistant Library Customer Services Manager - Grade G
- Assistant Library Customer Services Manager (Home & Mobile) - Grade G
- Library Customer Services Officer - Grade E
- Library Customer Service Officer (H&M) - Grade E
- Heritage Development Officer - Grade G
- Operations Team Leader - Grade H
- Library Community Engagement Officer - Grade G
- Operations Officer Grade - F
- Service Development Manager (Stock and Library Services) - Grade J
- Service Development Librarian - Grade G
- Acquisitions Team Leader - Grade H
- Acquisitions Officer - Grade E
- E-Systems Officer - Grade G
- Service Development Manager (Schools and Early Years) - Grade J
- Early Years Development Officer - Grade G
- SLRS Team Leader - Grade H
- SLRS Officer - Grade E

Figure 4: Final Libraries Structure

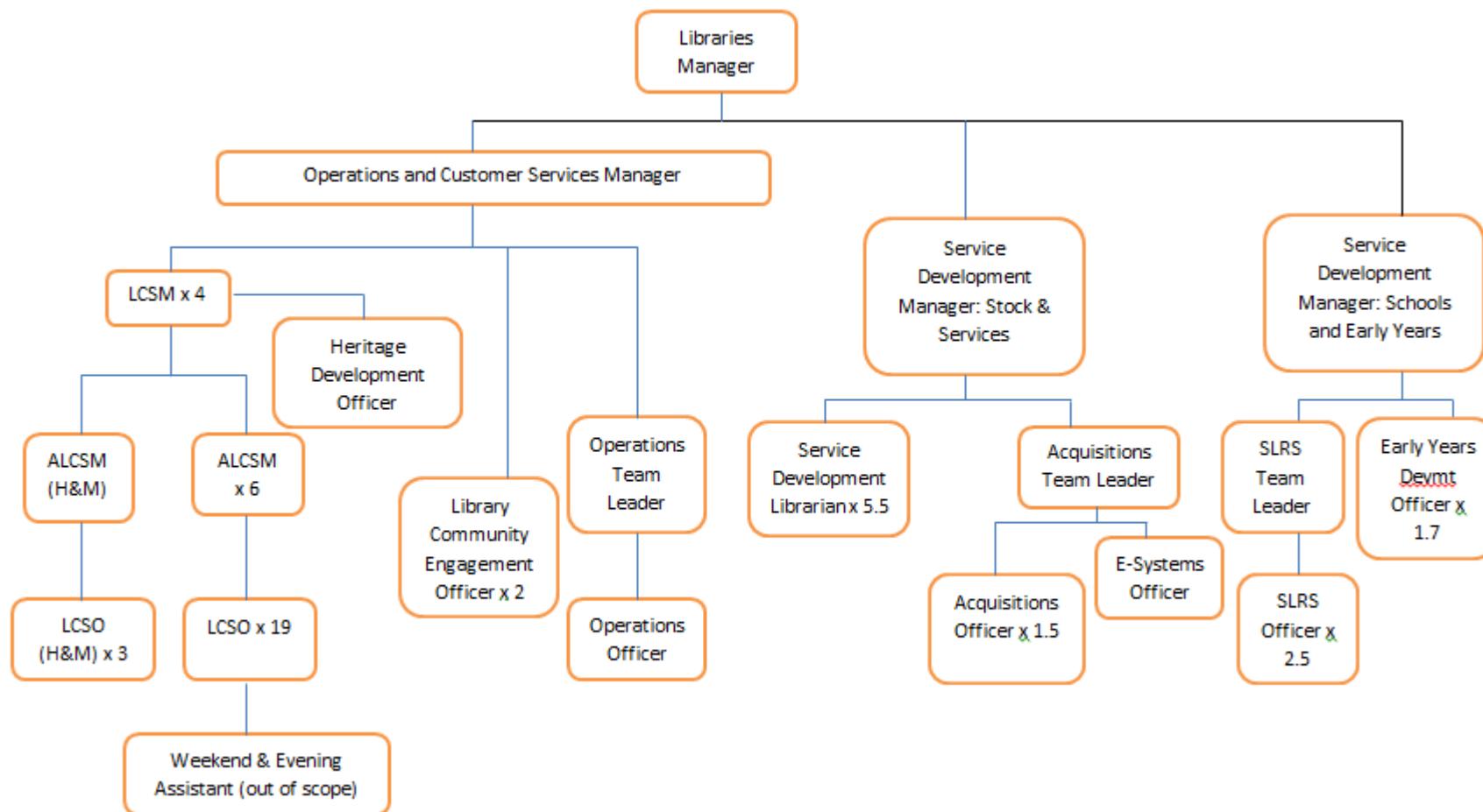
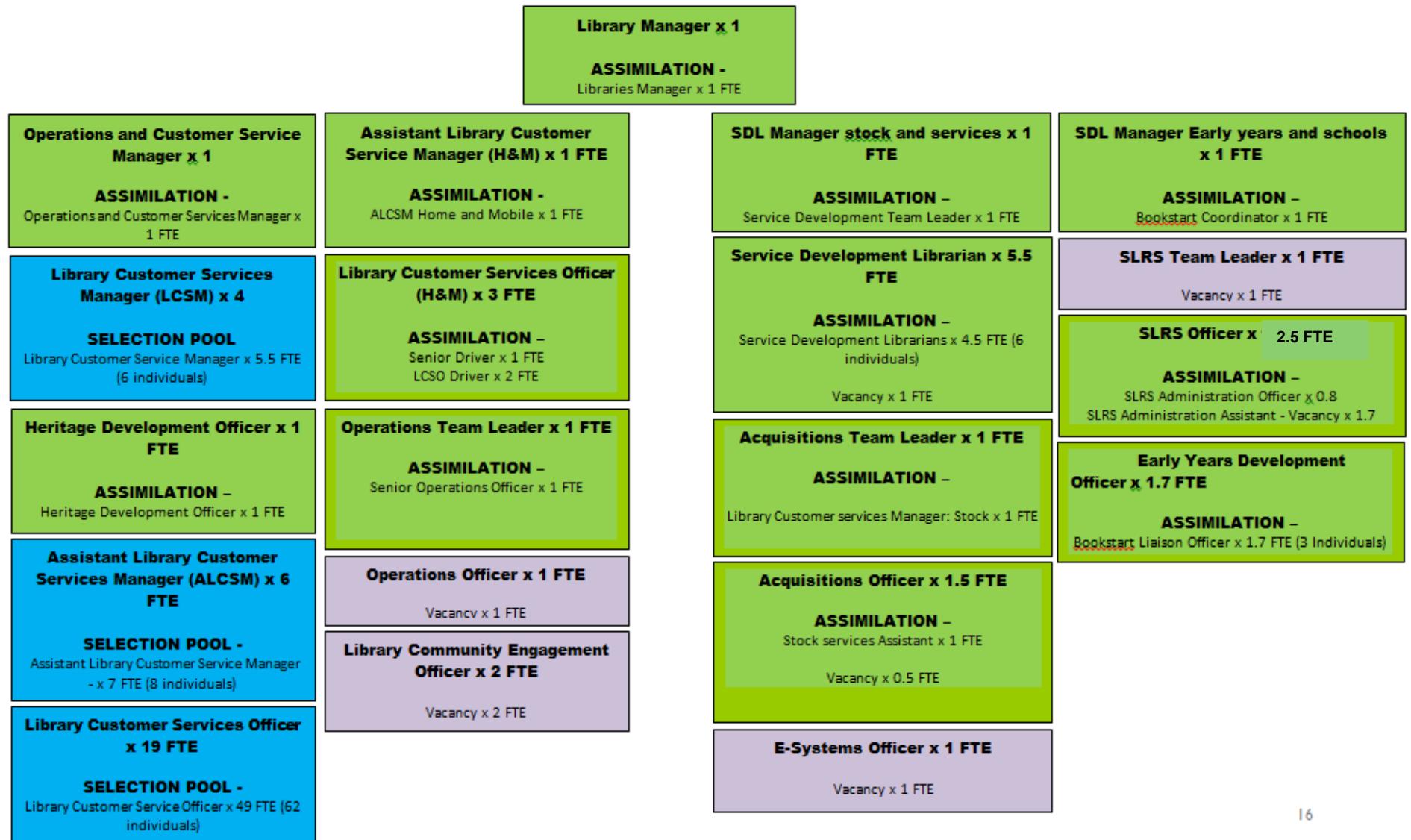


Figure 5: Final Ring-Fences and Assimilations



## APPENDIX 3 – FAQS AND RESPONSES

### Staff Questions

NB this does not include questions of a personal nature or where staff did not wish for their question to appear in a general FAQ.

Question	Response
<b>Voluntary Redundancy – will there be something similar be offered for those looking to take Early Retirement?</b>	Yes. The proposed process is outlined in the ‘proposed selection process’ document.
<b>What is the new staff structure and will I be made redundant?</b>	The proposed staffing model is included within the overall saving of £2.262m. There are three groups of staff currently ‘at risk’. These are LCSMs, ALCSMs and LSCOs. If your substantive post is within one of these groups then there is a risk of possible redundancy. However, the council will do everything it can to assist you in finding a suitable alternative post if you are unsuccessful in your ring-fence.
<b>Why are there such drastic cuts in the number of LCSO's?</b>	<p><b>A:</b> We are re-shaping our library service to achieve £2.262m savings required whilst maintaining a network of all 14 libraries. The key components of the savings is the reduction in staffed opening hours, the reduction in the physical size of the footprint of library spaces, and the development of four Partnership libraries. The number of front-line and LCSO posts within the proposed new structure is the number required to deliver the hours approved by Full Council on 4 April 2016.</p> <p>The areas of responsibility and the specific tasks (service management, resource purchasing, outreach, borough-wide schemes, partnerships and external funding bids) undertaken by the centralised teams will remain largely unchanged. A number of the now centralised teams were significantly reduced in the last restructure (librarians by circa 71%) leaving teams that are already very small or that already generate a proportion of their own funding through traded activity. The proposed structure includes the deletion of a senior management post.</p>
<b>Does this mean there will be a 75% reduction in the service?</b>	It will mean that there will be fewer staffed opening hours. However, in order to keep the buildings open for longer, we will be extending the use of the technology piloted at Edgware
<b>How much is this restructure costing to save £2.2m?</b>	The costs associated with the restructure are funded partly through BAU (specifically senior management time) with an additional HR resource (1 FTE) and staff training/ support sessions (Pensions workshops, interview skills, managing change) financed as part of the overall library review. The total cost directly attributable to the restructure are expected to be in the region of £150,000 to £200,000
<b>What is the timescale for letting people know when they will be made redundant?</b>	Initial preferences for posts have to be submitted by 26 <sup>th</sup> September 2016. This includes whether individuals want to be considered for voluntary redundancy. The aim will be to let people know if their request for VR has been successful before the selection process begins in October. If you go through the selection process but do not secure a post then you will know that you are going to be made redundant by mid-December. However, we will continue to support you to find a redeployment role up to the end of March 2017.
<b>What are the criteria for selection for voluntary redundancy?</b>	We will need to consider all applications. Some decisions might be quicker than others. The criteria will include the retention of

	specialist skills, costs of redundancy and pensions.
<b>What is the application and decision-making process for the LCSOs?</b>	The proposed application and selection process for all roles is outlined in the document entitled 'proposed selection process' and will consist of 3 elements: (i) a personal statement; (ii) a face to face interview; and (iii) a short written scenario. These three elements have been suggested so that everyone has an opportunity to undertake a form of task that suits their particular strengths and which provides sufficient opportunity for each person to demonstrate their skills. Feedback from previous restructures indicated that some people prefer face to face interviews and others prefer written tasks.
<b>Will adequate time be given for people to prepare and consider their decision?</b>	Volunteers will continue to support us during staffed times as they do now as event assistants, shelveurs, etc. There will also be an additional role of TEO volunteer. These volunteers will support 2 three-hour sessions at each library in times when the library is unstaffed and will be there to support people to use the technology.
<b>How are you going to get consistency of volunteers to run the libraries and does this not put individual libraries at risk?</b>	The volunteers will not be running the service but rather be there to support people to use the technology. They will be provided with the appropriate training and support to do this. The number of sessions to be supported by volunteers has been kept deliberately small so that only a realistic number of appropriate volunteers need to be found. As now, we will only appoint as volunteers those people who are appropriate for the role.
<b>Are the salaries on the role profiles?</b>	Yes, these have all now been circulated. Get back to librariesstrategy if you do not have access to a copy of this information.
<b>What is the part-time and full time splits for LCSOs</b>	There are currently proposed, 13 full time posts and 10 part-time LCSO posts.
<b>How will we be expected to work in the future? Will we work at different libraries during the same day?</b>	All staff will work over two sites. On any given day, this will include working a 3-3.5 hour shift at one library, doing exactly what you do currently. The library will then move into technology enabled opening (TEO) and you would then travel to the next library (paid time) have lunch and then do your afternoon shift. We are currently looking closely at travel plans. Travel times are based on public transport using the TFL website. We recognise that some libraries are more challenging to reach and this has informed the pairings of libraries.
<b>Last selection process was purely written. Will IT [training] be provided?</b>	We are investigating whether we can give people a choice about completing the written test by hand or by computer. There are no plans to provide computer training. Where a staff member has a registered disability which is likely to cause them difficulty in completing the written test (i.e. Dyslexia) we will look at reasonable adjustments to support this staff member.
<b>Would there still be late-night shifts?</b>	Yes, every library has one staffed late night opening.
<b>Will there be instances of lone-working?</b>	No
<b>The last written applications process was not good, has the new one been simplified?</b>	We have tried to take on board comments from the last restructure. The proposed questions for the personal statement are outlined on p.6 of the 'proposed selection process' document and are much simpler than last time. As previously stated the 3 elements are being suggested to give each staff member maximum opportunity to demonstrate their skills.
<b>How is the recent Information Technology failure</b>	We are working with IT colleagues to ensure that this rollout will

<b>being put right and how do we know that the technology will work with library users' chip and pin access working?</b>	work as smoothly as possible with the card and pin technology being a critical enabler to this process.  The recent IT failure has resulted in the creation of a new server with much greater resilience. A range of upgrades are also being made currently to the libraries domain and to corporate networks.
<b>Partnership libraries: what is the current timetable and level of interest thus far?</b>	During June and July, more than 40 Residents and Community groups have come together during a series of five information sessions to find out more about the four new Partnerships libraries at Mill Hill, South Friern, East Barnet and Childs Hill. They will have until the end of July to express their interest in running one of these sites before a smaller number of people and groups are invited to put together a detailed business plan. In the autumn, the council will announce those organisations it has selected to run the Partnership libraries from April 2017.
<b>What happens if organisations do not come forward?</b>	If there are no appropriate applications to run any of the Partnership libraries, this will be considered by the Children's, Education, Libraries and Safeguarding Committee.
<b>What is happening in Phase 3 of the Programme and will there be an Alternative Delivery Model?</b>	It is not part of this phase and therefore not part of our planning. No activity is being undertaken to develop an alternative delivery model at this time.
<b>Will there be any scenario based exercises mentioning TEO?</b>	Scenarios and other selection process tasks will be based upon areas of service understood and experienced by everyone (within the parameters of a particular role). TEO will therefore not form the basis for any selection task.
<b>Why can't we just use Parking Revenues and the Council's reserves to protect libraries?</b>	The scale of the cuts across the whole public sector means difficult decisions. Members have considered all options.
<b>What happens if not enough income is generated from commercial rental? Why don't we get business to sponsor libraries?</b>	The income to be derived from the commercial spaces will not be the responsibility of the library service. However, sponsorship can be investigated to support other aspects of the service.
<b>What about all the Under 15 kids who don't have a safe space to study, what are we going to do with them because we are closing the door on them?</b>	Children and young people under 15 will be able to use the library without an adult in staffed hours and with an adult during TEO times. A survey was undertaken with all secondary schools in the borough and most provide study space before and after school during term time.
<b>Has staff sickness and annual leave been taken into account?</b>	This has been factored in to the new staffing model. You can see this represented on the timetables recently distributed.
<b>Are you going to bring in temporary agency staff to cover?</b>	Agency staff will only be used in the future as they are now – to cover substantive vacancies where these can't be filled in other ways or for specific projects (e.g. Vubis temps). Where there are opportunities for development for existing staff, these will be offered on acting up basis, where appropriate, before we seek to fill these via agencies.
<b>What savings are due to the planned reduction in Library Space? Are you reducing cleaning, lighting, heating, electrical and other utility costs to help make the savings target and thus reduce the number of job cuts? if not why?</b>	Yes, where these are material then they have been factored into the calculations – HEN, MIL, SFR, CDH, EBA. In some libraries the space reduction is relatively small and any savings attributable to the activity will be off-set by the fact that all libraries are open overall for longer hours. Utility savings are estimated at £205k.
<b>Where are the builders? They need to start soon if NFI is to be ready by 1<sup>st</sup> April 2017. Is there a work</b>	Colindale library is on track to open on the 5 September 2016. Plans are underway for all the other library reconfigurations and we hope

<b>schedule? Is Colindale library actually going to be up and running by 1<sup>st</sup> April 2017?</b>	to have a buildings schedule very shortly.
<b>When will we see drafts of what the space will look like?</b>	We will share with you high-level plans of each library as soon as possible
<b>Has the asbestos in buildings been taken into account for any building works?</b>	This is part of the planning being undertaken by the team engaged in managing the design and build of the reconfigured spaces.
<b>Will sites be shut during re-building?</b>	It is likely that all sites will have some period of closure. However the length of any closure will be specific to each site and the nature of the works required. As in previous building projects we may also be able to close off parts of buildings where it is appropriate to do so.
<b>Has a feasibility study taken place to ascertain if the proposed number of posts in libraries represents sufficient numbers and man hours to service the public, shelve, run events and conduct all other necessary jobs?</b>	Yes. The numbers have been tested by developing a 'master' timetable to ensure that there is sufficient cover for annual leave, sickness and meetings etc and to deliver a range of core events. During our recent visits to sites some staff have raised concerns about the impact of TEO hours on the number of customers and enquiries to be handled in staffed hours alongside events and activities and we are re-looking at the timetable again with this in mind.
<b>Why have the new roles been given the current SCPs rather than the new lettered unified pay grades?</b>	Attached to this briefing is a list of all the grades in Unified Reward.
<b>How many LCSO's are likely to lose their job taking into account the removal of agency and fixed term posts?</b>	There are currently 49 FTE, 62 individuals in the ring-fence for 23 LCSO posts (10 FT and 13 PT). This takes account of all agency and fixed term contracts but does not account for any LCSOs who may be successful in their application for any of the vacant posts.
<b>Why has the operations area taken all the hits on the savings required when these are the staff providing the service to the public?</b>	The reduction in LCSOs reflects the change in opening hours required to deliver the savings. The last restructure in 2013 reduced the Librarian teams significantly (by c. 75%) and reduced BSC (by 1 FTE) meaning that these teams are already very small. Public service is facilitated by the whole of the library service working together with all teams contributing to the 'offer' delivered to our customers.
<b>Can you tell us what the current total wage bill of NLBP (i.e. non frontline) staff is and what the total wage bill of NLBP staff will be should the proposals be implemented?</b>	The current wage bill (excluding on-costs) for staff based at NLBP is £529,830. This figure includes the full cost of staff working within partially traded services where a proportion of the salary costs are paid from the income generated. In the proposed structure this figure would become £574,379 (excluding on-costs). This includes the deletion of the Business Development Manager post (net saving of 35k), the creation of the two new Library Community Engagement Officers and the transfer of the E-Systems officer from being based at Hendon Library to being based at NLBP.
<b>Why are there so many staff at NLBP? Why don't they work in libraries? Why aren't they being cut?</b>	NLBP is a base location for a range of staff many of whom work across the borough supporting and delivering services in branches and within the community. Re-locating librarians back into branches was considered but rejected. With such a small team it was considered more effective to have this team able to work flexibly across the borough and in hours that would be less restricted by the library staffed opening times. See also answer below.
<b>Why aren't SDL's in branches more?</b>	We have received lots of feedback that branches would like to see and work with the librarian team more closely. We are looking at the SDL role profiles to see how this can be embedded more effectively. It is important to note that the librarian team is currently holding a number of vacancies which means that there are in effect only 4 FTE at present within this team. The proposal seeks to fill the current vacancies so that SDLs can be out in the branches more often.

<b>Why don't we have more contact with SDL's?</b>	Please see answer to the question above.
<b>Is it true that all the senior management team has had a salary increase? If so how is it justified given the cuts to frontline staff? Is this due to unified pay or the restructure?</b>	Unified Reward was council-wide process that reviewed all role profiles across the organisation. As a consequence of this some posts within the library service went up, some stayed the same and some went down. This process is unconnected to the proposed libraries restructure and has an overall nil effect on the libraries budget. As with all council-wide pay changes, following the introduction of Unified Reward in October 2016, the salaries budget will be adjusted centrally (both up and down) to account for any change in salary costs. Where posts have remained the same or very similar then the Unified Reward grade has been retained in the new structure.
<b>How much has the wage bill increased for the NLBP based/senior staff increased?</b>	It is important to note that staff based at NLBP are not all senior staff. NLBP is a base location for a number of centralised teams including the senior management team. The net effect of deleting the Business Development Manager post but creating 2 Service Development Managers is to save £35,000 (calculation excludes on-costs). Overall costs for NLBP staff are detailed in a questions above.
<b>Why is the ratio of management posts to LCSO posts across 10 libraries so high?</b>	We are proposing to retain a manager or assistant manager per site for the following reasons. First, there need to be sufficient managers to undertake line-management for the LCSOs and Saturday and Evening Assistants. Second, managers will need to respond to a more complex set of problems arising from the three different types of opening hours. We felt that on balance this complexity required a manager or assistant manager per site.
<b>Why do we need a Service development Librarian (early year), a service development Manager (early years and schools, a service development manager (stock and library services and a Library Customer Services Manager (Schools Libraries resources service) at a cost of £136,257.00 per annum? Two of these management posts would suffice with the support from SDL's of whom there are six already.</b>	The School Libraries Resources Service and the Early Years team are either fully or partially traded meaning that they generate the income that then covers the cost or contributes a proportion of the costs associated with these posts. Reducing these posts would have a direct impact on the amount of money the service is able to generate (a key strategic target for the future sustainability of the service) and would not enable us to save any more money. Moreover, the Early Years team currently deliver c. activities per week directly with our customers in libraries and in community venues across Barnet. These sessions will complement the activities and services delivered during the staffed library opening hours. We are looking again at the potential to reduce management across the library service.
<b>There seem to be a few new posts all based at NLBP where staff are getting pay rises and/or the role is different and they are still being assimilated. (e.g. Operations and Community Engagement team Leader, Service Development Manager (stock and Library service, Service development Manager (Schools and Early years)). Can you explain why?</b>	The creation of the two Service Development Managers enables the deletion of a senior management post (Business Development Manager). These posts take on selected elements of this role in addition to some additional line management and the roles and responsibilities associated with the deleted SDL Team Leader and Bookstart Coordinator posts. The Community Engagement Team Leader post is graded at the same level as the deleted Senior Operations Officer. Post-holders are provisionally assimilated to roles where there is a 55% or greater match between the current and new roles and a lower or equal number of people to posts. HR has advised that the 2 up 4 down grading rule no longer applies following Unified Reward.
<b>The spinal points for service development manager stock and services and SD manager early years has increased from 32-35 to 40-43 yet the post holders are being assimilated. Shouldn't these be appropriately ring-fenced posts with competitive assessment process?</b>	The Unified Reward project has evaluated all roles and this has led to some roles staying the same, some going down or some going up. See answer above with regards to assimilations and grades post Unified Reward.

<b>Where will the managers and assistant managers go?</b>	Managers will be based at the four Core Plus libraries (Edgware, Chipping Barnet, Colindale, Church End) with Assistant Managers at the 6 Core Plus sites.
<b>What is the platform to deliver 'developed services' if branches are unstaffed for half of the week?</b>	We will need to review what events, activities and services we deliver during staffed hours by branch based staff and which can be delivered by centrally based teams or by and with partners. As now, alongside services delivered through branches we will also need to develop services that are delivered within the community (such as in schools and children's centres) and continue to develop services that are delivered via the website and other digital platforms.
<b>How will Sundays be staffed?</b>	Sundays will continue to be staffed as they are now as extra hours for those that want them. A local agreement has been negotiated outside the terms of Unified Reward so that we can continue to offer the same rate of pay for Sunday work as now. From April we will have staffed opening hours (2-5pm) at EDG, CHU, CPG, GRA and GOL.
<b>Will we be timetabled to work in a library (back office) during TEO time?</b>	No. Some centrally based teams may deliver some events and activities during TEO times as appropriate but this will not involve single staffing.
<b>Can the draft timetabled hours be changed?</b>	There is limited flexibility in the timetable. However, we are reviewing the draft sent out to you in response to staff feedback. In particular we are trying to avoid having libraries unstaffed on consecutive days.
<b>On the draft timetable are branch closed days for illustration purposes or are they actuals? – If actuals, how was this decision arrived at?</b>	A combination of factors have been taken into consideration in developing the library opening hours including – the need to provide a range of morning and afternoon sessions, trying to maintain current late nights where possible, taking account of the pattern of staffed hours in nearby sites and across a locality, ensuring a range of different types of library are staffed at any given time (ie TEO hours at the core plus libraries do not all coincide) etc. We are refining the exact timetable in response to staff feedback. However we are required to maintain the same overall number of staffed afternoon sessions.
<b>It is stated that travel time between branches within a group is possible within 30 minutes. What is the situation if as and when cover is required at branches outside those groups, will additional travel time be allowed?</b>	Library pairings have been based upon the easiest travel routes between sites and these are generally possible within the 30 minute window. As now, however, there will be occasions when cover is required outside these pairings and it is accepted that journeys may take longer to complete. How we respond to this will depend on the precise circumstances, the library concerned and the amount of additional time taken.
<b>How will the granting of annual leave be managed? – Will it be granted on a 'day' basis or will individual locations be considered separately? For example, at present when booking a week we might be refused a day but post-restructure could the occasion arise that in booking a week (or even a single day) staff might be refused an afternoon?</b>	Leave will be as now – the timetables allow for annual leave etc in terms of the numbers of staff working on any one day. So as now staff will book what they want and if the space is full then it would be refused and/or a swap needed.
<b>Why have part time posts changed? Why do they have to be those hours?</b>	The Unified Reward grades have now been circulated but are appended again to this FAQ. These figures do not include on costs paid by the council (NI, pension contributions etc)
<b>Can we see a pay structure of the new unified pay grades anywhere?</b>	These have now been circulated but are appended to this FAQ. These figures do not include on costs paid by the council (NI, pension contributions etc)
<b>If redundancies mean there are fewer staff left in the ring-fence than positions will the remaining staff still</b>	No. In the event that the number of people within a ring-fence becomes the same as or smaller than the number of posts then

<b>need to go through the application procedure?</b>	those people remaining within the ring-fence will be assimilated and will not need to go through the application process.
<b>Will you be making allowances for staff on leave to submit personal statements at a later time? And will allowances be made for this when the schedule of interviews is allocated to staff?</b>	Staff will not be disadvantaged if they are on leave or otherwise absent. We will be making alternative arrangements for all relevant staff. If you have any specific concerns please send them to <a href="mailto:librariesstrategy@barnet.gov.uk">librariesstrategy@barnet.gov.uk</a> .
<b>Is it possible to state a preference as to where we'd like to work should we be successful in our job applications?</b>	Yes you will be asked to rank location preferences (see Pg 3 of Libraries Restructure: Proposed Selection Process for New Structure).
<b>What would happen if a candidate is successful in their process of application but wanted to work in a certain zone of libraries. Would there be an element of choice?</b>	All staff will be asked to list their preferred locations on the preference form submitted at the beginning of the process. Allocation of these preferences will be undertaken in line with interview scores after the interviews have taken place. Any occasion where it is not possible to award a successful candidate any of their location preferences will be dealt with on a case by case basis with the individual concerned.
<b>Can you clarify when forms need to be sent in? For VR, preference forms and personal statements?</b>	This will all be finalised in the close of consultation documents to be circulated on 12 September. However, at this stage this is likely to be more or less as follows: [table inserted]
<b>Opening and closing procedures require a number of staff in a library and time management to complete tasks for opening/closing. Currently at Edgware at least twenty minutes is required for closing and it is generally the case that members of the public do not leave on time. Moreover, some members deliberately come into the library at closing time in the hope to evade fines or to generate queries. This impacts on staff and will impact on staff that will be required to travel to an alternate library, regardless if that library is normally within a 30 minute distance travelling time. This will cause difficulties in the reality of staff being available to the public at 2pm, given delay in closure procedures, travelling, lunch and opening procedures. How do you plan to make allowances for this?</b>	Close down procedures will start before the closure time as they do now – i.e. 12.15 for a 12.30 closure. Generally there are part time staff due in at the afternoon sites who will be starting work at 2pm so will be there to open (obviously only if 2 or more). However there will be times when staff have to stay later and then they will either take their full break when they get to the next site or can put it on their flexi sheet as now.
<b>How will hours work for a job share? Will staff still be able to choose the hours/days worked?</b>	Providing all the hours are covered equally this could be possible, however the hours have to work between the sites and enable sites to be fully staffed according to the timetables sent out.
<b>Why have part time posts changed? Why do they have to be those hours?</b>	Because the opening hours are such that we need more staff in the afternoons and within the staff numbers that we can have this is the only way to enable that to happen.
<b>Can part time staff work full days or must it be half days?</b>	Part time staff can only work the hours shown on the timetables sent out.
<b>How will you ensure enough staff are resident at all libraries when delegating days off to reduce the need for relief work?</b>	the timetables sent out show the working patterns needed to staff all sites fully during their opening hours, allow for sickness, annual leave and training. Therefore short notice relief should only be necessary in emergencies. Planned relief will be allocated in advance as it is now
<b>With the new staff working patterns will we get a day off during the week? Will there be a choice in their day off?</b>	The timetables sent out show the working patterns – all full time staff have a day off as they do now. There is no choice in the day off. Specific issues will be dealt with on a case by case basis.
<b>We were told that interview skills and CV workshops would be provided for staff at the staff meeting, why,</b>	Some staff still find face to face interviews and timed written tests very challenging, even with training. The 3 part selection process

<b>in that case, should staff have to complete a written statement, interview and writing exercise, surely this is unnecessary, a statement and interview should suffice?</b>	has been designed to ensure that everyone can perform to the best of their ability with at least one element in a format with which they are more comfortable. A personal statement has been included because it is something that can be prepared ahead of time. Interview skills workshops are now being scheduled. The dates of these sessions will be circulated shortly.
<b>How can staff be sure that jobs will not be 'held back' for fixed term staff seeing as these staff have been invited to put their preferences and statements in at the same time as permanent staff?</b>	all staff will be invited to submit preferences and statements at the same time in order that the process can be completed within the timeframe required. Personal statements, interviews and written scenarios completed by 'at risk' staff will always be considered first, before any staff who are fixed term or who have been provisionally assimilated to a role.
<b>During the previous restructure, staff members sat the written test on separate occasions and the questions were passed on to others, giving some an unfair advantage. How will you insure this does not happen again?</b>	At the previous assessments staff were given a management instruction not to pass questions on. This management instruction will be reiterated to all staff. Disciplinary action will be considered and if proven taken against staff who do not comply with the management instruction.
<b>Are staff who have been classified as 'at risk' permitted to take time out of work to attend an external interview (Unrelated to the new LBB roles)?</b>	Yes. Staff will be given reasonable time to attend external interviews depending on the location of interview. Staff would not be expected to make the time up. If a member of staff needed to attend an interview further afield time off would be negotiated on a case-by-case basis.
<b>Can you apply for a vacant post if you're assimilated?</b>	Yes if you are provisionally assimilated you can apply for a vacancy but your application and interview will not be scored until all 'at risk' candidates have been considered. Your application would be looked at only if a post was still vacant at this point.
<b>Can you apply for an assimilated post?</b>	No, assimilated posts are not available for others to apply for unless any vacancies arise.
<b>Are any of the vacancies targeted to specific groups?</b>	Vacancies are available to any staff. However, you will need to demonstrate in your application how you meet the criteria for the job and how your skills and experience match the requirements of the role.
<b>Can part time staff apply for a full time post?</b>	Part time staff can only apply for full time posts if and when they become vacant.
<b>Can full time staff apply for a part time post?</b>	If you are full time you can elect to reduce your hours to part time.
<b>If we don't get offered our preference re working patterns (especially if part time) and we can't work the hours offered what's our situation regarding redundancy?</b>	We will try wherever possible to accommodate the needs and requirements of staff within the context of the available working patterns and locations. Each case will need to be considered individually where this is not possible and a decision made whether the offer of the role is a suitable alternative offer
<b>Will the assessments be done 'top down'? Is there a problem if I want a lower paid post (vacant) as my first preference?</b>	You can set your preferences exactly as you wish – and indeed this is precisely what we would urge you to do. The interview process will work top down. However, you will not be required to accept a higher paid job if you have also applied for a vacancy lower down and need to await the outcome of this interview before making a decision.
<b>Will I get protected pay if I apply for a lower paid post even if I am in a ring-fence for my existing post, i.e. if I choose a lower paid post?</b>	Staff need to apply for roles in their ring fence. If they are appointed to the ring fence they cannot then be protected in a lower graded post. If staff are not appointed in their ring fence and then need to apply for a lower graded role and are successful then protection will apply.
<b>What if I'm on holiday when my assessment is due to be done?</b>	This will be rescheduled to take place when you are available.
<b>Instead of a written scenario can we use PC's?</b>	We have arranged the scenarios so that you will have a choice

	between writing by hand or completing on a PC
<b>How many will be on the interview panels?</b>	Generally there will be 2 – 3 people on a panel
<b>Are people on maternity leave automatically given a post or do they have to take the assessments? Is that the same for people on long term sick?</b>	People on maternity leave will be allocated a suitable post and will not be required to undertake assessments. People on long-term sick will have the same opportunity as other staff to submit preferences and will be required to undertake assessments when they are available.
<b>If Assistant LCSM's do really well in their assessment could they automatically be considered for a LCSM post?</b>	No, these are 2 separate ring-fences.
<b>Can the timing of the written part be looked at – it was short before?</b>	The written scenario will be an hour but we will make sure that what is being asked of you is possible and reasonable within this timeframe. Special arrangements will be made for those who need more time for medical reasons.
<b>The physical effort section in the LCSO profile discriminates against staff that already have physical disabilities. Will this be used against those staff who may be unable to carry out some of the tasks e.g. moving furniture, standing (without being able to sit) for long periods during the internal interview selection process?</b>	Please see clarification about SIF (Supplementary Information Form) distributed in Things to Note. The SIFs are not part of the job description/ role profile and do not set out the job requirements of a role. Instead they seek to describe some of the day to day realities of a post. It is these elements that help to determine the grade of a post – more physical effort can mean a higher grade than a post with no physical effort for example. You will not be discriminated against if your day to day reality does not exactly match what is written in the SIF.
<b>Will physical disability be taken into account when making allowances relating to performance in interviews and written assessments?</b>	Special arrangements will be made for staff that have a disability or medical condition that might affect their performance in an interview. These will be circulated in the close of consultation report.
<b>Do re-deployment lists include Capita jobs?</b>	No. Capita jobs are not included in redeployment lists
<b>Are you forced to apply for jobs on the re-deployment list?</b>	No you will be sent the redeployment list and we would encourage you to apply for any jobs that are of interest to you and that you feel match your skills.
<b>How do other departments know you're 'at risk'?</b>	All vacancies have to be put on the redeployment list before they are advertised externally. All 'at risk' employees apply on a special form (attached to the weekly redeployment email) which indicates that you are a redeployee.
<b>It appears that there is no element in the job description for handling enquiries. Is it omission or are we going to stop handling enquiries?</b>	We will look at this as it is still envisaged that enquiry handling will continue to be a key component of library work.
<b>In what circumstances would SDL's be working alone?</b>	It is not intended that anyone work alone who does not already do so (e.g. - The Home and Mobile service).
<b>Saturday/evening assistants role includes the task of responsibility for direct delivery, stock receiving, adding etc., shouldn't this task be shared between stock services, SDL's and LCSO's?</b>	These tasks should be in a range of role profiles including LCSOs etc so we will look at these role profiles to make sure that this element is captured correctly. It is important to bear in mind that no role profile will ever include all specific tasks undertaken within a job but will describe general areas of work.
<b>What rooms/areas will be our responsibility and what space will be given over to property services?</b>	The library space including our community meeting rooms will remain the responsibility of the Library Service. Property Services will be responsible for the space let commercially to outside companies or organisations. The precise demarcation between library space and Property Services space will be made clear at each site.
<b>The LCSO profile/supplementary information indicates staff will have to stand for long hours, why is this?</b>	Please see comment about SIFs in 'Things to Note' and in Staff FAQs – Edition 5. To clarify, the SIF (Supplementary Information Form) is not part of the Role Profile but describes the day to day realities of a job to aid the job evaluators in assigning the appropriate grade to the role. So the SIF simply indicates that as an LCSO you may well

	be on your feet a fair bit – at the counter, shelving etc.
<b>The LCSO profile/supplementary information indicates that staff have to move furniture and set out rooms as required, if facilities management team are taking over the rooms hire, and likewise recouping these fees, surely it will be their responsibility to facilitate and set up equipment etc for these rooms?</b>	Please see comments above re SIF. We will retain community meeting rooms in libraries. Indeed libraries that do not currently have a room will now get one. The income derived from these rooms will be retained by the library service. No library staff will be required to undertake any duties in the space assigned to Property Services.
<b>The task of supervision, deployment and training of volunteers falls within the roles of Operations officer, Operations and Community engagement team leader, Community engagement officers x 2, LCSM, ALCSM, LCSO and Saturday/evening assistants yet volunteers are supposedly supporting non staffed libraries, to make savings by reducing front-line staff. Who is actually responsible for volunteers? With so many staff involved in this task why do we need community engagement officers? This can make a saving and increase LCSO posts? Where will training and development of volunteers take place?</b>	The Community Engagement Officers will take over the responsibility for coordinating the borough-wide applications for volunteers, both those deployed within staffed opening hours (as now) and the new volunteers supporting the technology enabled opening. Volunteers working within staffed hours will continue to be supervised by branch based staff as is presently the case. In addition to coordinating the overall service volunteer programme, the Library Community Engagement Officers will also be responsible for supporting the four partnership libraries, delivering training and managing the annual Service Level Agreement.
<b>Will we still do the same events as now?</b>	We will need to review the number and nature of events and activities that we offer. We anticipate that we will offer the same range of events across the borough but will run fewer activities at each site – so, for example, a library might run a baby rhymetime or a toddler read and rhyme but not both.
<b>How will we fit them into the time?</b>	See answer to above
<b>If staff do not reapply for their jobs will they effectively still have jobs until the employer makes them redundant, resulting in a redundancy payout? Conflicting information has been circulating that by not reapplying to their jobs staff make themselves redundant and receive nothing. Please clarify.</b>	Staff have been ring fenced into roles where appropriate. If staff do not wish to be ring fenced, then each case will be dealt with on a case by case basis. Staff have been asked if they wish to be considered for voluntary redundancy and discussions will take place with staff to explore this avenue.
<b>When will we get formal notice about whether or not we've got VR?</b>	It is our intention to notify people before the process for submission of personal statements and interviews starts.
<b>The Operations officer post requires the operations officer to timetable staff and volunteers etc and to work with Community Engagement Officers (new posts) to achieve this. Why, is the requirement to timetable staff also a role of the LCSM, ALCSM and LCSO?</b>	A/LCSM's do the borough-wide timetables on a rota on Saturdays and other days of the week as required. This assists the Operations team if they are not available to take calls. LCSO's only do this if they want to understand how the timetable as a whole works. All the above are required to do the daily branch timetable and to check the details on the borough-wide timetable to ensure it covers all the notified absences / appointments / meetings / events etc. There are no changes planned to the way in which timetables are compiled and managed.
<b>When will you open booking for annual leave for 2017/18?</b>	it's open now and will be looked at from 20 Sept
<b>How will leave be fitted in?</b>	As now there are a number of places allocated for leave. Where there are more names than places, names will be drawn out of a hat. Once places are filled a waiting list will be created.
<b>When / how will leave for next year be allocated?</b>	see above
<b>The description of The Stock and Services Team suggests they do this in isolation from the Operations Team, no acknowledgement is given to the effort or contribution Operations staff devote to delivering and making events possible or ensuring the success of the SDL team. The SDL team do not and should not work in</b>	The restructure documentation does not mean to suggest that the role played by Operations staff in the delivery of events and activities is not a) significant, nor b) invaluable. We are looking at ways to increase the number of LCSOs. However, the number of posts detailed in the proposals is driven by the staffed opening hours required from April. As noted in a previous FAQ, we are looking at

<b>isolation from Operations staff hence a better staffing balance between the two teams is required. Can additional LCSOs posts be added to the restructure proposals to ensure continued support of the SDLs?</b>	how we can ensure that the links between the two parts of the service are strengthened and this will be vital moving forward.
<b>It is noted on p. 13, section (b.) that the Operations and Customer Services Manager will ‘deputise in the absence of the Libraries Manager, formalising current arrangements’ but no detail who will deputise if both are concurrently absent. Given the supposed increase in front-line duties of branch managers who often currently deputise, who will be responsible in future?</b>	Excluding attendance at meetings, we try very hard to ensure that these two posts are not absent at the same time (no annual leave overlaps etc). Should a circumstance arise where this is unavoidable (as in the case of sickness for example) then responsibilities would pass upwards to the Head of Libraries, Workforce and Community Engagement. Whilst the Operations Manager may continue to delegate some tasks to LCSMs as appropriate (as is the case at present) LCSMs will never be required to deputise for the Libraries Manager.
<b>In relation to the Equality assessment. Please clarify the meaning of ‘fully included and involved’ with regard to maternity leave or long term sickness absence. Does this require staff in these situations to undergo the selection process or does it just require them to be informed of the changes and their new role in the structure.</b>	Staff on maternity are not required to undertake the selection process but will be kept informed during the restructure process – receiving invitations to briefing sessions, FAQs etc. Staff on maternity leave can also request a 1-1 as part of the restructure.
<b>I will have worked a day or so under 2 years – will I get redundancy?</b>	If staff have employment service under the two year limit then they are not entitled to redundancy.
<b>Can we tell others in a ring-fence how many people are left after VR to compete against?</b>	We will keep everyone updated about changes in ring-fences resulting from successful VR applications.
<b>In relation to pension workshops what contingency will be put in place if I am unable to attend a meeting before decisions on voluntary redundancy are due to be submitted? Can one on ones be scheduled in extenuating circumstances should an employee be unavailable to attend?</b>	The workshops are group sessions and are one of the ways that you can get information about pensions. Following the briefing Pensions staff can see staff on an individual basis. If you would like to get details of your pensions figures you can do so either by contacting the pensions service direct (via <a href="mailto:Barnetpensions@capita.co.uk">Barnetpensions@capita.co.uk</a> ) or by emailing librariesstrategy.
<b>How do I get my personal pension information?</b>	Please see above
<b>If I take early retirement what happens with my pension?</b>	Pensions information is very specific to an individual and there will be many individual factors that may influence your pension. We would, therefore, suggest that you contact pensions direct with any specific questions on <a href="mailto:Barnetpensions@capita.co.uk">Barnetpensions@capita.co.uk</a> . You may also want to attend one of the pensions workshops. Even if you are unable to attend a workshop you could send in a question to librariesstrategy and we will put your question to the pensions manager running the workshop for an answer.
<b>We won't be able to take work experience young people in new system due to working arrangements. Is someone going to write to schools?</b>	We will only be able to assist people during staffed hours. We will need to consider whether we can provide paper-based or online assistance to customers to help them at other times.
<b>How will you manage the exceptions bin at the kiosks if it's full and there's no-one to empty it?</b>	Exceptions bins should only be used for items from another library or that are reserved. Of course, we know that sometimes items are placed in the exceptions bin when they shouldn't be so it is possible that the bins will be full. So, we will need to give this issue further consideration.
<b>Can we have a summary of the CELS report?</b>	A document is currently being prepared for the public which will summarise the key elements of the library review proposals
<b>What happens at Burnt Oak with Self-service opening?</b>	BUR will have elements of the Self-service Opening, including live monitored CCTV cameras, automated switch on of things like lights, kiosks and PCs. BUR will not have the door entry system as this is not feasible with the customer service centre on the ground floor. Moreover, the site already has 2 security guards who patrol the building. The technology enabled opening will only operate in BUT

	between 9am and 5pm to coincide with customer service centre opening hours.
<b>Are travel costs included in budgets/ will staff have to pay their own travel costs?</b>	As now staff will not be required to pay for work related journeys between sites. We will be purchasing more Oyster cards and this has been factored into the budget. As now staff will be required to cover their home to work journey.
<b>We have a high number of RFID tags not working – how will that affect stock loss during Self-service opening?</b>	As part of the reconfiguration of the library buildings we will need to address issues such as non-working RFID tags.
<b>How do we get good quality volunteers and how do we ensure the reliability of volunteers?</b>	The recruitment of suitable volunteers will be the responsibility of the Library Community Engagement Officers who will need to work closely with volunteering organisations such as Community Barnet and Groundworks. As now, volunteers will be recruited according to a role profile and we will be selective about which volunteers we appoint. We have estimated the need for circa 100 volunteers to support the technology enabled opening which provides sufficient capacity to manage sickness and other absence.
<b>Why is Colindale a Core plus library?</b>	Colindale is a major regeneration area. Both the population density and the demographic make-up of the area is set to change dramatically over the next few years. This area is likely to have the largest population growth within the borough.
<b>Will Saturday / Evening Assistants get a choice of location?</b>	Some Sat/ Eve Assistants will need to move location or change the evening that they work. However, this will be undertaken in discussion with each individual.
<b>What about fixed term contract staff under Unified Reward who haven't had UR letters?</b>	Fixed term contracts are currently being extended. All staff on a fixed term contract who did not receive a Unified Reward letter will receive one from HR when they have completed the process of extending the contracts.
<b>Can you tell us about the timeline, and designs for the building changes?</b>	As soon as we have a clear schedule we will let you know. It is likely that some works may start in certain libraries after October half-term. We hope to be able to share the overall designs of the library spaces with you in the next couple of weeks.
<b>Has the likely income reduction for fewer hours been factored into the budget?</b>	Yes, the income projections have been amended to take account of a) fewer staffed hours and b) smaller library spaces.
<b>Our salaries include London Weighting. Is this total figure used to calculate redundancy?</b>	Yes, London Weighting is included in all redundancy calculations
<b>When will the new Church End open? What will its hours be? When can we see a design?</b>	The new Church End is scheduled to open in the Spring/ early Summer of 2017. Its hours will be as per the timetable circulated (92 total hours, 23.5 staffed hours per week)
<b>Partnership libraries – does the CELS report say the Playset Collection will remain at CDH?</b>	No, the playset collection will move to one of the LBB run libraries. The same applies to Sets and Scores.
<b>How will you decide who runs partnership libraries?</b>	Organisations seeking to run a Partnership Library will be required to go through a detailed process before the final groups are selected. This process has already started with 11 organisations submitting Expressions of Interest (EOIs). From these 11, six have been selected to progress to business case stage. When they submit their business cases at the end of October, these will again be assessed to determine which organisations are awarded the contract(s) to run the Partnership Libraries.
<b>Why can't VR be decided before we have to go through a ring fence selection process?</b>	This is what we are intending to do.
<b>Why can't we have more staff working fewer hours? Say working 12 / 18/ 29/ 25 hours instead of all full time or part-time?</b>	Although these kinds of hours may suit some individuals, we felt that the majority of staff would be looking for standard full or part time hours (ie 18 or 36 hours per week).
<b>How will SLRS get extra hours cover with fewer staff?</b>	we are looking at this challenge currently and are investigating a number of possible solutions including the creation of an additional

	substantive post (to be paid for through the money currently allocated in the SLRS budget to extra hours).
<b>Why are the Library Community Engagement Officer posts at such a low level?</b>	Like all other posts these roles were evaluated by the professional job role evaluation team associated with Unified Reward. Through this process these roles were evaluated at grade G.
<b>Who will supervise volunteers during Self-service opening?</b>	The Library Community Engagement Officers will be responsible for managing the TEO volunteers, for undertaking 1-1s and liaising with A/LCSMs to ensure that the volunteers are delivering the services required. These roles will be very clearly defined
<b>Could staff shadow other teams where there are vacancies?</b>	Yes, where this can be arranged and timetables permitting. Please email <a href="#">librariessstrategy</a> if interested.
<b>Why don't you recruit volunteers through a centralised agency?</b>	We will be using the services of Community Barnet and Groundworks – two local volunteering organisations. However, we also feel that it is important that the service is closely involved in deciding who volunteers for us.
<b>Have you thought about the risks to children during Self-service opening?</b>	Children will not be allowed to come into the library during self-service opening without a parent or guardian. Self-service opening will also now be supported by live monitored CCTV. Some library areas such as toilets will be unavailable during Self-service opening times.

## Union Questions/ Comments

Question	Response
<p><b>This is Barnet UNISON's first response to the Council's current Consultation with staff regarding the proposed restructure of the Library Service. The Council has yet to provide UNISON or Library workers with accurate costings for the proposed posts. The Job Descriptions for the proposed posts in the new structure were also delayed in being supplied to UNISON.</b></p> <p><b>Additional responses focusing on these issues and the job selection process will follow at a later date as we consult further with our members</b></p>	<p>All draft role profiles were distributed at the start of consultation on 7 July both in hard copy for all Library staff to view in each Library and electronically to the Trade Unions.</p> <p>Costings of proposals have been provided to UNISON in FAQ's.</p> <p>Any comments on job descriptions need to be submitted as part of consultation and will then be considered by management.</p>
<b>UNISON remains <u>fundamentally opposed</u> to the Library Restructure which is driven by an ideological push to privatise regardless of the financial cost, or the price that library workers will pay in lost jobs or the lowering of the quality, accessibility and safety of the Service.</b>	The proposed restructured service will remain within the council and is not an outsourcing exercise.
<b>Our engagement in this Consultation does not mean our Branch endorses the Council's intentions for Barnet Libraries</b>	Trade Union engagement is encouraged so that as part of ensuring that staff are fully consulted and given the opportunity to feed back with suggestions which can then be considered by management.
<b>If the proposed restructure is implemented staff based at the static libraries, particularly Library Customer Service Officers (LCSOS) will bear most of the burden of the 46% job cuts</b>	The Library Restructure proposes a reduction in Library Customer Service Officers due to the proposed reduction in library opening hours. Librarian and centralised teams were significantly reduced in 2013 and thus there is limited scope to make further reductions now within these areas. In the 2013 restructure librarian teams were reduced by c.75% and centralised management reduced by

	c.40%. BSC were reduced by 1 FTE leaving just 1.5 stock services assistants. The current proposals include a reduction in senior management of one third.
<b>The Council believes these staff can be replaced with volunteers or machines. The proposal relies on recruiting and retaining enough capable volunteers to operate Libraries, even on the planned reduced level of service. It is proposed that the Library Community Engagement Team will deploy volunteers on a day to day basis and ensure there are a sufficient numbers on site. But volunteers will expect a level of flexibility far greater than staff in setting hours and sites for their duties. UNISON believes that these factors will lead to unplanned closures of libraries.</b>	As per our discussion in Union meetings, Volunteers will not be operating the library service. Volunteers will be present for 6 hours per site to assist people in using the self-service technology. These hours have been deliberately kept to a manageable level and sufficient volunteers will be recruited to manage sickness and planned absence. Research undertaken to determine community capacity suggests that Barnet has a high capacity for volunteering. Barnet Libraries currently deploys far fewer volunteers than many other London boroughs. A TEO volunteer role profile will be developed and volunteers will be engaged only where an applicant is suitable and can be available for the required sessions. This is standard practice within volunteering across a wide range of sectors.
<b>Front line staff remaining after the restructure will suffer increased levels of stress due to having to deal with issues that cannot be resolved during unstaffed opening hours. This will only be exacerbated by the intention to open Libraries for whole days consecutively without staff present.</b>	The staff timetable is being reviewed so that libraries are not opened without staff on consecutive days.
<b>In the previous restructure of 2013 Librarians bore the brunt of cuts suffering 75% job losses. Bibliographic Services, Archives and Local History, the Home and Mobile Service suffered large cuts also. If these areas were to be cut further it is likely they would not be able to function at all.</b>	The Libraries restructure does not include any proposals to reduce these areas.
<b>Library Organisation and Leadership</b>  <b>The Consultation document states;</b>  <b><i>"The pace of change is unlikely to abate and the need for robust strategic business planning and the development of key strategic partnerships will continue to be vital for the long –term sustainability of the Library service."</i> (p 13)</b>  <b>But this planning has been demonstrably lacking in previous years as projects have been abandoned and partnership opportunities missed (arts depot). Ongoing IT problems and the recent IT Library Management System (Vubis) crash have highlighted the inability of the present Library Senior Management structure to respond to difficulties, as do the delays in effecting building and fixtures repairs or running to time in opening new sites (Colindale) or installing technology (Open+ pilot). This deficiency is mainly due to the Council's positioning of the Library Service in its organisation and an over-reliance on outside agencies rather than any implicit failing of senior staff. However the proposed restructure does not address these issues and gives greater control to non-library agencies.</b>	The potential Arts Depot project preceded the current structure and was undertaken whilst the library service was still part of the Chief Executive's Service, prior to moving into the Children's Service.  Colindale library opening date slipped by 2 weeks due to requirements of Barnet and Southgate College and was not caused by any LBB failure. The inability of the existing management structure to respond to difficulties are noted and would suggest that there is insufficient capacity currently at a senior level within the library service. The Libraries restructuring proposes the deletion of the Business Development Manager post and all duties will be incorporated into the Libraries Manager role profile.

<p><b>UNISON calls for the placement of Libraries in the Council's overall structure to be reviewed.</b></p> <p><b>Placing the Library Service within the Children's Service has not been a success. The wider remit of the Libraries to serve all age groups has not been fully served. Nor has it protected the provision of services for young people. The Council's planned changes will see children, particularly those from lower income families adversely affected as access to libraries for under 15 year olds is restricted, overdue fines for children are introduced and an increase in charged-for events and activities.</b></p>	The Library Service will remain in the Children's Service.
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<p><b>Please can you tell me how the secondment/project posts will be funded and what the costs are.</b></p>	They are all funded via the project costs. They do not come from libraries revenue money except the LCSM stock.
<p><b>What development opportunities will there be in the new structure. This is mentioned in a number of Job Descriptions. Will support for staff to attend CILIP recognised Librarianship courses be reintroduced?</b></p>	<p>The CILIP support is not likely to be reinstated. What is meant by the line in the JDs are things like:</p> <ul style="list-style-type: none"> <li>1) Managing vacancies in such a way as to enable people to act up/ undertake secondments as happens now</li> <li>2) Developing programmes such as the leadership programme to enable people to develop new skills that may be outside their immediate role. I appreciate that this has stalled recently but we have to prioritise the other sessions at the moment.</li> <li>3) Looking at the service wide training needs and putting in place support to address these</li> <li>4) Identifying short-term project opportunities</li> </ul> <p>This list is not exhaustive but it's this kind of thing. Really that is no change to now. I completely agree that staff development is not to be lost and I consider it extremely important.</p>
<p><b>What will the capital budget of the Library Service be?</b></p>	<p>The current capital budget held directly by the library service is 650k.</p> <p>Capita funds must be bid for on an annual basis.</p>
<p><b>What will the revenue budget be</b></p>	<p>The revenue budget will be reduced by 1.616m by the financial year 2019/20.</p> <p>The current revenue budget is £4,550,237. However, this will change in October to reflect any amendments to salaries following the implementation of Unified Reward.</p>

**Has Safeguarding best practice policies for Libraries been rewritten to consider volunteer and technology enabled opening hours?**

The safeguarding and safety policy was re-written to include the TEO pilot at Edgware and is being reviewed now in the light of the proposed roll-out and deployment of live monitored CCTV.

**The LCSO Job Description stipulates that the post**

Partnership libraries will be expected to deal with all types of

<b>holder must respond to day to day enquiries from the local partnership library. What type of enquires will the partnership libraries not be expected to deal with?</b>	enquiries. It is possible however that they may need some support in dealing with some information queries from time to time – eg. how to download books from the Digital Library etc. It is anticipated that most of these will be picked up by the library community engagement officers and through core training sessions.												
<b>In the last Library Restructure consultation (2012-13) UNISON were provided with costs (not just the salaries) for the then and proposed Library posts. This included</b>  <b>Please can we be sent the costings for the present and proposed library post.</b>	Tables provided on 8 August.												
<b>How many other Council posts are filled by agency staff?</b>	There are 464 agency staff in the council excluding libraries but not all of these may be covering substantive posts												
<b>What are savings due to the planned reduction in Library Space? These should include utilities.</b>	<p>Please see below identified buildings related savings that have been factored in to the overall budget position moving forward.</p> <p>There is no space reduction at either CHU or the new GRA and we do not hold the buildings budget for BUR (that sits with CSG). This just leaves EDG, CPG, EFI, GOL, NFI and OSG. Here any space reductions will be off-set by any increases in utility costs over time and by the fact that the libraries will be open for more hours.</p> <table border="1"> <thead> <tr> <th>PREMISES AND SUPPLIES AND SERVICES SAVINGS</th> <th></th> </tr> </thead> <tbody> <tr> <td>CHILDS HILL</td> <td>(19,004)</td> </tr> <tr> <td>SOUTH FRIERN</td> <td>(37,273)</td> </tr> <tr> <td>MILL HILL</td> <td>(28,107)</td> </tr> <tr> <td>EAST BARNET</td> <td>(30,740)</td> </tr> <tr> <td>HENDON</td> <td>(90,000)</td> </tr> </tbody> </table>	PREMISES AND SUPPLIES AND SERVICES SAVINGS		CHILDS HILL	(19,004)	SOUTH FRIERN	(37,273)	MILL HILL	(28,107)	EAST BARNET	(30,740)	HENDON	(90,000)
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<b>Non-Library agency filled posts need to be considered as redeployment opportunities for Library staff</b>	While this may not be practical in some cases (i.e. posts requiring specialist skills and qualifications – i.e. Social Workers - or where the posts are either short term or unfunded), I think it would be appropriate for Family Services to ensure that all appropriate vacancies are made available for application by redeployees during the period where staff are placed at risk.												
<b>How many Library posts are filled by agency staff</b>	Currently 11 (not including extra Vubis temps)												
<b>As the Communications budget has been increased, will posts in this area be made available for application to Library staff?</b>	As the Communications Restructure is in another service area these posts would only be available for application to libraries staff once internal recruitment within Comms as part of the Communications restructure had been completed. At the point at which these jobs are advertised internally/externally across the council, libraries staff would have the opportunity to apply, and their application would be given priority as a redeployee application.												

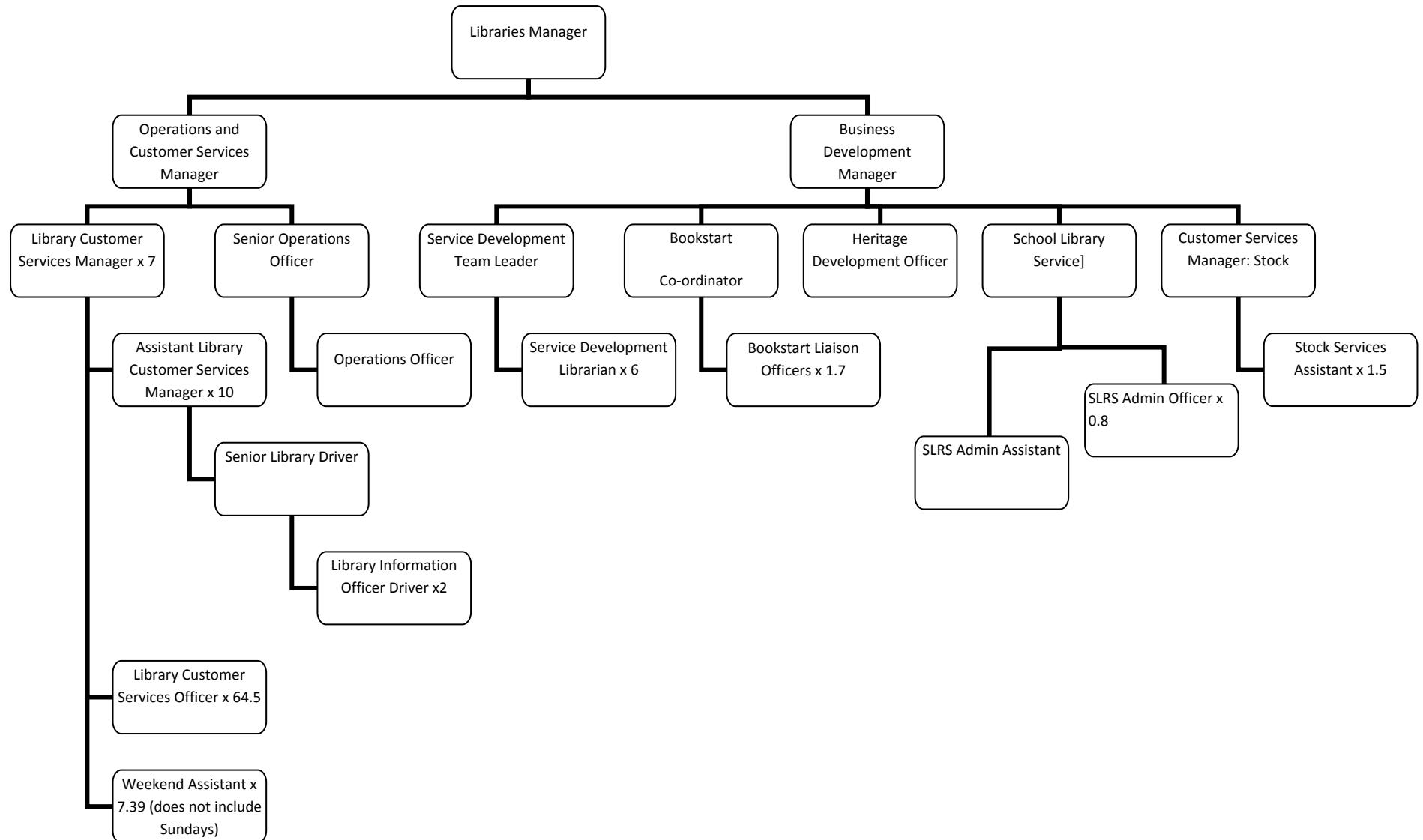
**Available on request:**

Managing Organisational Change Policy.

Revised role profiles following feedback. Copies of draft role profiles were distributed to Trade Unions and staff at Libraries at the start of the consultation period.

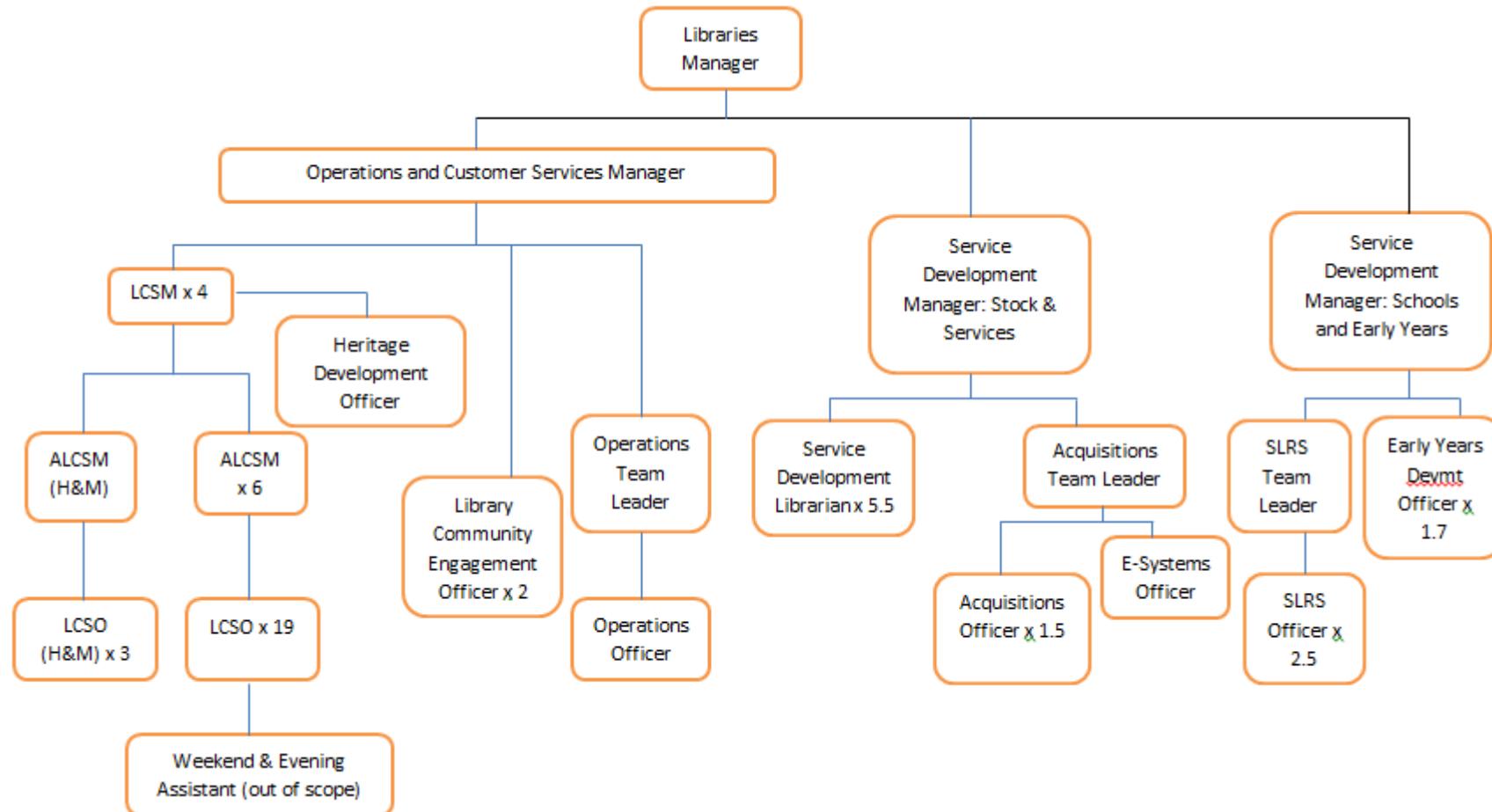
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## Current Staff Structure – Appendix 2



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## Appendix 3 - Proposed Libraries Service Structure Chart.



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## Appendix 4

### Employee Equality Impact Assessment

**Programme Name: Libraries Library Services Transformation Programme**  
[This document remains live with information being added at each critical milestone]

<b>Project Owner:</b>	<b>Duncan Tessier</b>
<b>Date process started:</b>	<b>November 2015</b>
<b>Date process ended:</b>	<b>31<sup>st</sup> March 2017</b>

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

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

## 1. Introduction

The proposed structure has been developed and designed to enable the continuation of a library service at all 14 library sites whilst also reducing revenue costs by circa 70%.

Savings achieved by implementing this structure total £1.616m with a reduction of **50.3 FTE**. In line with the Library Review proposals to reduce staffed opening hours at all 14 library sites, the most significant changes are reflected in the numbers of front-line library staff. The posts retained are sufficient to deliver the staffed hours detailed in the Library Review proposals.

Fewer changes are proposed to specialist and development teams. These teams were significantly reorganised and reduced during the 2012 staff restructure, with professional Librarians re-located from library sites to a small peripatetic team based at NLBP. These teams work well and their expertise will continue to be required if the service is to develop and grow over the coming years. Specifically the central professional teams will be important in maintaining services to customers with protected characteristics including children under 16 years of age.

It is recognised that a significant transformation of services is likely to have an impact upon staff. This impact will be monitored through the completion of an Employee Equalities Impact Assessment. This is a “live” document and will be updated at key milestones throughout the lifespan of the project. The employee data contained within this report remains relevant at this time. However the data will be updated at each milestone.

The London Borough of Barnet recognises the importance of ensuring due consideration is given to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out activities.

This is an initial analysis of the EQIA for the Libraries project and provides baseline figures. As the project develops the Equalities information will need to be reassessed.

A service user EQIA has been undertaken as a separate exercise.

This EQIA will be used to understand the impacts on groups of staff over the period of the Libraries project as well as being used as a baseline for any future decision making.

### 1.1 Aims and objectives of the Libraries Services Transformation Project

The transformation aims to:

- maintain the same number of libraries.
- maintain the home and mobile service.
- maintain the digital library service.
- invest in new technology to extend opening hours whilst reducing the number of staffed sessions.
- recruit more volunteers to support technology enabled opening hours and operate partnership libraries in four locations.
- maximise the income we generate through commercial or community use of library buildings and co-locating with other public services.

## **1.2 Description of the critical milestones**

- 1** Initial EQIA on staff who will be affected by the proposals – the business case and the financial model identifies those in and out of scope.
- 2** A formal consultation process with employees from 7 July 2016 to 12<sup>th</sup> September 2016.
- 3** Recruitment to new roles.
- 4** Post restructuring review.

## **1.3 Key Stakeholders**

Staff within Library Services who are in scope of the planned restructuring.

- Recognised Trade Unions.
- Senior Council Officers who are supporting the proposed changes.
- Workforce Board.
- Libraries Board.
- Councillors who will be required to approve the efficiency proposals at General Functions Committee.
- Key partner organisations.
- Schools.
- Service Users.

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

### **2.1. Outset**

The EQIA has been carried out in order to identify potential equalities issues that may arise as a result of the initial proposals, any issues that may arise should the proposals be approved and any that may arise as the project progresses.

Management have carried out a desk top job matching exercise to establish the potential impact of the proposals on individuals and groups of employees. Issues and mitigations have been identified at each key milestone.

### **2.2 Formal Consultation Process**

- Opening and Closing Consultation

Attendance at the opening and closing consultation Briefing(s) and access to information during the consultation period may be difficult for some disadvantaged groups, mainly part time workers or those on maternity or long term sick leave.

A communication and engagement strategy has been developed in discussion with the Trade Unions to ensure that individuals are not disadvantaged in any way.

In addition, briefings have been carried out at a date and time that allows the maximum number of affected employees to attend. The Library Service was closed to the public for a short period to enable all staff to attend a single briefing session. Invitations were sent to all staff including those off sick or on maternity leave, with additional payments made to those not scheduled to work at that time.

The issues detailed above also applied to the close of consultation meeting (12 September 2016), with the same mitigation measures put in place.

In order to assess the potential impact of the proposals on individuals a job matching exercise was carried out prior to opening formal consultation. This was undertaken at this time to ensure that, when consultation opened, employees would be fully informed on how they would be affected if the proposals were approved and implemented. In accordance with the Council's Managing Organisational Change Policy existing roles were assessed by Library Service managers against the new roles in the proposed structure to understand the status of role, whether each role would involve 'assimilation', 'ring-fenced competition' or whether there was 'no match' in the new structure.

The selection criteria for redundancy was discussed with the Trade Unions and published as part of consultation document.

After close of consultation the impact on individuals and teams was confirmed and accurate information made available regarding the number of staff:

- directly impacted by the proposal and 'At risk of redundancy'
- not matched to any roles
- matched to roles where there are more people than posts in the proposed new structure and therefore in ring-fenced competition.
- assimilated to roles or who are out of scope

## **2.2. Recruitment to roles in the new structure:**

The selection criteria and methods for recruiting to the new roles was developed in accordance with the Council's Recruitment Policy and discussed with the Trade Unions and published as part of the consultation document.

## **2.3 Impact of transformation on existing employees**

Due to the statistical makeup of the service it is known that the following groups are likely to be most significantly affected. :

- Female employees
- Employees over 50

- Race/ethnicity

The proposed changes are also likely to have a greater impact on staff employed on a part-time basis, since it is here that there are the most significant changes to proposed working patterns. Whilst most part-time staff currently work two full days in the working week plus alternate Saturdays, the proposed revised library opening hours will require part-time hours to be spread across a greater number of days in the week. This may have a greater effect upon those with child care or other caring responsibilities. As there are more females in part time roles the transformation will have a greater impact on them.

Changes to library opening hours will also require a greater amount of travel between library sites, with each staff member beginning and ending each day at a different library. Whilst all staff are currently contracted to work at any library within the borough, in practice, most staff will spend a greater proportion of their time at one or two locations and most staff will generally start and end each day in the same place. Therefore, the proposed change may have a greater impact on those whose responsibilities outside work require them to be closer to home. This may have a greater impact on female employees.

**Mitigation:**

To try and mitigate the effects on all employees and particularly upon the above groups with protected characteristics the council has been providing a number of support channels including:

- A dedicated HR Resource
- Group briefings
- One: one meetings
- Pension Surgeries
- Trade Union and Employee Representatives
- Change and Me Workshops
- Employee Assistance Programme
- Personal support sessions on change
- Interview skills and CV writing workshops

With a large proportion of the service over 50 years of age, the council will provide Pension briefings for staff in this category and one:one pension meetings for all staff who are over 55 and at risk of redundancy and who request a meeting or discussion with Pensions..

Following the conclusion of the consultation period, changes were made to part-time working patterns to reduce the number of half days required from four to two. The revised working patterns, whilst not an exact match, more closely replicate the current arrangements for part-time staff.

As part of the selection process all staff have been asked to prioritise their preferred base-locations. Roles will be allocated as far as possible taking these preferences into account. One to one meetings have been held with several staff concerned about travel times and the potential impacts on their caring responsibilities.

### **3. Monitoring Summary**

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

The councils overall workforce is:

- 1409 female (67%)
- 685 male (33%)
- 42% of both male and female are over 50 years of age
- 74% of the workforce are white (56%), black or black British (18%)

Initial analysis of the Library Services equality data indicates:

- 70% of the workforce is female
- 30% of the workforce is male
- 45% of the workforce, both male and female, are over 50 years of age
- 48% of the workforce are white (British), black and black British

Milestone 2 and 3 will be updated once staff are appointed into the Libraries restructure when it is then known which staff have not been successful need to be redeployed or made redundant.

		Total LBB data as at November 2015		Total Libraries Staff Milestone 1	
		No	% of LBB	No	% of service
<b>Number of employees</b>		<b>2094</b>	<b>100%</b>	<b>149</b>	<b>100%</b>
<b>Gender</b>	Female	1409	67%	104	70%
	Male	685	33%	45	30%
	Unknown	0	0%	0	0%
<b>Date of Birth (age)</b>	1998-1993 (18-23)	18	1%	*	*
	1994-1986 (22-30)	198	9%	12	8%
	1985-1976 (31-40)	441	21%	24	16%
	1975-1966 (41-50)	550	26%	36	24%
	1965-1951 (51-65)	822	39%	62	42%
	1950-1941 (66-75)	64	3%	*	*
	1940 and earlier (75+)	1	0%	0	0%
	Unknown	0	0%	<b>0</b>	0%
<b>Ethnic Group</b>	<b>White</b>	<b>1180</b>	<b>56 %</b>	<b>86</b>	<b>57.7%</b>
	British	935	44.5%	71	48%
	Irish	59	2.5%	*	*
	Other White	186	9%	10	6.7%
	<b>Mixed</b>	<b>50</b>	<b>2%</b>	<b>18</b>	<b>12%</b>
	White and Black	0		*	*
	Caribbean	10	0.47%	*	*
	African	9	0.43%	12	8%
	White and Asian	14	0.66%	*	*
	Other mixed	17	0.81%	*	*

	<b>Asian and Asian British</b>	191	0.9%	23	15%
	Indian	131	6%	12	8%
	Pakistani	15	1%	*	*
	Bangladeshi	20	1%	*	*
	Other Asian	25	1%	*	*
	<b>Black or Black British</b>	379	18%	0	0%
	Caribbean	120	6%	0	0%
	African	225	11%	0	0%
	Other Black	34	2%	0	0%
	<b>Chinese or Other Ethnic Group</b>	31	1%	22	15%
	Chinese	11	1%	*	*
	Other Ethnic Group	20	1%	*	*
	Prefer not to say/information refused	73	3%	17	11%
	Unknown	190	9%	*	*
<b>Disability</b>	<b>Physical co-ordination</b> (such as manual dexterity, muscular control, cerebral palsy)	0	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Hearing</b> (such as: deaf, partially deaf or hard of hearing)	1	0%	0	0%
	<b>Vision</b> (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	2	0%	0	0%
	<b>Speech</b> (such as impairments that can cause communication problems)	0	0	0	0
	<b>Reduced physical capacity</b> (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)	5	0%	0	0
	<b>Severe disfigurement</b>	0	0	0	0
	<b>Learning difficulties</b> (such as dyslexia)	1	0%	0	0%
	<b>Mental illness</b> (substantial and lasting more than a year)	5	0%	*	*
	<b>Mobility</b> (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	11	1%	*	*
	Other Disability	13	1%	*	*

	No Disability	1757	84%	126	85%
	Not stated	148	7%	16	11%
	Unknown	151	7%	*	*
<b>Same gender as at birth</b>					
	No	5	0%	0	0%
	Yes	1092	52%	113	76%
	Prefer not to say/information refused	55	3%	*	*
	Unknown	942	45%	27	18%
<b>Pregnancy and Maternity</b>	Pregnant	4	0%	*	*
	Maternity Leave (current)	29	1%	*	*
	Maternity Leave (in last 12 months)	48	2%	*	*
<b>Religion or Belief</b>	Christian	935	45%	59	40%
	Buddhist	11	1%	0	0%
	Hindu	106	5%	13	9%
	Jain	7	0%	0	0%
	Jewish	52	2%	*	*
	Muslim	91	4%	*	*
	Sikh	8	0%	*	*
	Other Religions	66	3%	*	*
	No Religion	270	13%	17	11%
	Not Stated	16	1%	0	0%
	No form returned	240	11%	0	0%
	Atheist	70	3%	*	*
	Agnostic	44	2%	*	*
	Humanist	2	0%	0	0%
	Prefer not to say	176	8%	31	21%
	Not Assigned	0	0%	*	*
<b>Sexual Orientation</b>					
	Heterosexual	1329	63%	91	61%
	Bisexual	16	1%	*	*
	Lesbian or Gay	34	2%	*	*
	Prefer not to say	511	24%	50	34%
	Unknown	204	10%	*	*
	Not Assigned				
<b>Marriage and civil partnership</b>	Married	744	36%	58	39%
	Single	606	29%	41	28%
	Widowed	15	1%	0	0%
	In Civil Partnership	16	1%	0	0%
	Cohabitating	133	6%	13	9%
	Divorced	84	4%	*	*
	Separated	25	1%	*	*
	Unknown	365	17%	*	*
	Other	9	0%	0	0%
	Prefer not to say	97	5%	17	11%
	Not Assigned	0	0	0	0

Relevant and related grievances	Formal
	Upheld
	Dismissed

- 1. How are the equality strands affected? Please detail the positive/negative or neutral effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data and source. If you do not have relevant data please explain why and when you will capture the data.**

#### Notes:

The analysis behind this Equality Impact Assessment is based the EHRC guidance, which states that patterns of variances of greater than +/-3% should be investigated further and individual variances greater than +/-5% should be investigated further.

Equality Strand	Affected?	Explain how affected
1. Age	Libraries staff – Yes	Positive <input type="checkbox"/> Negative <input checked="" type="checkbox"/> Neutral <input type="checkbox"/>

#### Explanation of impact:

The overall impact of the Libraries restructure is to reduce posts therefore the impact is negative.

There are two specific age categories where there is a slightly disparate impact and these are explained below.

There is an impact on employees in the age category of 40-49 which affects 36 staff (24%) and the second age category of 50 to 54 which affects 62 staff (42% of the workforce). The majority of the Library Service employees are in these age ranges and will be negatively impacted as they are at risk of redundancy.

This will mean that those staff over 55 who are potentially made redundant will be entitled to their pension and lump sum. There will potentially be a pension strain which the service will have to bear.

#### Indicate any action planned or taken to mitigate negative impact?

There has been a thorough analysis of cost of redundancies and pension strain. Redeployment of employees is a priority to find suitable job opportunities so that staff can remain in employment and also avoid redundancy costs.

Staff in these age groups have received interview and assessment briefings to assist them with the ring fence interview process. Staff in these age groups whilst experienced may require re-training and will be given support to apply for redeployment opportunities.

Redeployment is being sought not only in Barnet Council but job opportunities in other Local Authorities, Barnet Schools and Joint Ventures are also being publicised to staff to encourage

them to apply and remain in employment thereby reducing redundancy and pension costs.

The Managing Change policy includes a period of salary protection to cushion the blow of employees receiving a reduced salary as a result of the Council's proposals.

<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>
<b>2. Disability</b>	Libraries staff – No	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>

#### **Explanation of impact:**

There are fewer than 10 staff with a disability and therefore their details cannot be disclosed.

#### **Indicate any action planned or taken to mitigate negative impact?**

Support has been provided to all staff including disabled staff with preparation for interview workshops and during selection assessments. Staff in these groups whilst experienced may require re-training and will be given support to apply for redeployment opportunities.

On-going support and reasonable adjustments are provided to disabled staff to comply with Equality legislation. The changing work patterns will mean that some staff who may currently work two days will need to work three days and have to travel to more sites but in the same number of hours. The travelling to different sites may have an impact on disabled staff and reasonable adjustments will be made where possible to comply with the requirement to work the spread of hours.

<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>
<b>3. Gender reassignment</b>	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

#### **Explanation of impact:**

Not analysed – insufficient data

#### **Indicate any action planned or taken to mitigate negative impact?**

N/A

<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>
<b>4. Pregnancy and maternity</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>

<p><b>Explanation of impact:</b> There are fewer than 10 staff and therefore their details cannot be disclosed.</p>								
<p><b>Indicate any action planned or taken to mitigate negative impact?</b> Staff on maternity leave have been assimilated to their position to comply with legislation.</p>								
<table border="1"> <thead> <tr> <th><b>Equality Strand</b></th> <th><b>Affected?</b></th> <th><b>Explain how affected</b></th> </tr> </thead> <tbody> <tr> <td>5. Race / Ethnicity</td> <td>Libraries staff– Yes</td> <td>           Positive <input type="checkbox"/>            Negative <input checked="" type="checkbox"/>            Neutral <input type="checkbox"/> </td> </tr> </tbody> </table>			<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>	5. Race / Ethnicity	Libraries staff– Yes	Positive <input type="checkbox"/> Negative <input checked="" type="checkbox"/> Neutral <input type="checkbox"/>
<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>						
5. Race / Ethnicity	Libraries staff– Yes	Positive <input type="checkbox"/> Negative <input checked="" type="checkbox"/> Neutral <input type="checkbox"/>						
<p><b>Explanation of impact:</b> The overall impact of the Libraries restructure will be to reduce posts to meet the requirements of the Medium Term Financial Strategy and will therefore have a negative impact on staff. The main Race category that shows a disparate impact connected with the Libraries restructure proposals in the Council is White-British. 56% of Council employees are 'White-British' but 57.7% of employees detrimentally affected are in this race category.</p>								
<p><b>Indicate any action planned or taken to mitigate negative impact?</b> Staff in this group have received interview and assessment briefings and support to assist them with the ring fence interview process. Staff in this group whilst experienced may require re-training and will be given support to apply for redeployment opportunities. Redeployment into Council posts will be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and avoid payment of redundancy and pension.  The Managing Change Policy includes a period of salary protection to cushion the blow of employees reducing salary as a result of the Council's proposals.</p>								
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<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>						
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>						
<p><b>Explanation of impact:</b> There is no disparate impact on the protected characteristic of religion or belief.</p>								
<p><b>Indicate any action planned or taken to mitigate negative impact?</b></p>								

Support has been provided to all staff with preparation for interview workshops and during selection assessments.

On-going support and reasonable adjustments are provided to disabled staff to comply with Equality legislation

The council's proposals include a period of salary protection to cushion the blow of employees receiving a reduced salary as a result of the Council's proposals.

Redeployment into Council posts will be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and avoid payment of redundancy and pension.

<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>
7. Gender / sex	Libraries staff – Yes	Positive <input type="checkbox"/> Negative <input checked="" type="checkbox"/> Neutral <input type="checkbox"/>

#### **Explanation of impact:**

There are a higher proportion of female employees negatively impacted by the proposals in the Libraries restructure with 70% of the workforce female and 30% male.

As the main focus of the restructure is to reduce posts there will be a greater impact on females in the restructure.

#### **Indicate any action planned or taken to mitigate negative impact?**

Support has been provided to all staff with preparation for interview workshops and during selection assessments.

Redeployment into Council posts will be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and avoid payment of redundancy and pension.

The Managing Change Policy includes a period of salary protection to cushion the blow of employees receiving a reduced salary as a result of the Council's proposals.

<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>
8. Sexual orientation	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

#### **Explanation of impact:**

Not analysed – insufficient data

**Indicate any action planned or taken to mitigate negative impact?**

N/A

<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>
<b>9.</b> Marital Status	Libraries staff – Yes	Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input checked="" type="checkbox"/>

**Explanation of impact:**

39% of staff affected by the restructure are married and 28% single. The Libraries restructure includes periods of time when Libraries operate via technology and this has led to revised staff working hours being required in the new restructure. Staff with caring responsibilities will be affected by the restructure as they may have to change their working hours and travel to different Library sites.

**Indicate any action planned or taken to mitigate negative impact?**

Following consultation, proposed part-time contracts have been amended as much as possible within the scope of revised library opening hours to most closely match the current pattern of working hours.

Base locations for successful candidates will be allocated as far as possible according to candidates stated preferences to reduce travel times as much as is feasible.

Redeployment into Council posts will be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and avoid payment of redundancy and pension.

The Managing Change policy includes a period of salary protection to cushion the blow of employees receiving a reduced salary as a result of the Council's proposals.

<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>
<b>10.</b> Other key groups?  Carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>  Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Please assess Young, Parent and Adult carer.  Not recorded but could have an impact on staff groups. Positive <input type="checkbox"/> Negative <input type="checkbox"/> Neutral <input type="checkbox"/>

**Explanation of impact:**

Staff that have responsibilities for young children, parents or adult carer is currently not recorded.

The Libraries restructure includes periods of time when libraries operate via technology and this has led to revised staff working hours being required in the new restructure. Staff with caring responsibilities will be affected by the restructure as they may have to change their working hours and travel to different Library sites.

**Indicate any action planned or taken to mitigate negative impact?**

Following consultation, proposed part-time contracts have been amended as much as possible within the scope of revised library opening hours to most closely match the current pattern of working hours.

Base locations for successful candidates will be allocated as far as possible according to candidates stated preferences to reduce travel times as much as is feasible.

One to one meetings have been held with several staff concerned about travel times and the potential impacts on their caring responsibilities.

Redeployment into Council posts will be optimised via publicising and placing staff into redeployment roles to ensure staff can remain in employment and avoid payment of redundancy and pension.

The Managing Change policy includes a period of salary protection to cushion the blow of employees receiving a reduced salary as a result of the Council's proposals.

The overall impact of the Libraries restructure is to reduce posts therefore the impact is negative.

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

HR data provided from transactional HR  
Staff/Trade Union/Stakeholder feedback

**3.4 Evidence gaps**

There are no evidence gaps

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

No solution required as no gaps identified

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

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

#### **4.1.1 *Milestone 1 Consultation Period***

There is a need to ensure that all individual's and teams contained within the Library Service are afforded the same opportunities to attend briefing sessions and have access to feedback channels.

This EQIA was updated following close of consultation.

#### **4.1.2 *Milestone – 2 Recruitment to new roles***

All assessment criteria for ring fenced roles and redundancy selection criteria was developed in accordance with the LBBs Managing Organisational Change Policy and Recruitment Policy and Procedures. All criteria was communicated to the appropriate TU representatives and was included in consultation documents provided to all staff.

#### **4.1.3 *Milestone – 3 Post restructure review***

The EQIA will need to be updated when all posts within the structure have been filled and it is known which staff have been unsuccessful.

## **1. Equality Improvement Plan**

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

<b>Equality Objective</b>	<b>Action</b>	<b>Target</b>	<b>Officer responsible</b>	<b>By when</b>
Ensure staff consultation is accessible to all	Monitor consultation for any potential barriers for particular staff groups  Ensure accessible consultation methods are provided for those who need them e.g. staff members with disabilities.	N/A	Hannah Richens	Throughout consultation period.
Restructure proposals and processes take account of equalities issues	Take account of feedback received during consultation period and make amendments to proposals where possible.  Ensure equalities issues and special circumstances are reflected in selection processes adopted and reasonable adjustments applied.  Ensure any voluntary redundancy process takes account of equalities issues.	N/A	Hannah Richens	Throughout restructure process

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Delivery Unit management team member)</b>
<b>Date:</b>	<b>Date:</b>

	AGENDA ITEM 10
<b>General Functions Committee</b>	
<b>6 December 2016</b>	
<b>Title</b>	<b>Restructure Proposals of the Adults and Communities Mental Health Service</b>
<b>Report of</b>	Adults and Communities Director
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix A1 – Restructure of the Adults and Communities Mental Health Service Consultation Document - Consultation Report Appendix A2 – Adults and Communities Mental Health Service Final Proposals Appendix B1 – Staff Equalities Impact Assessment Appendix B2 – Public Equalities Impact Assessment Appendix C – Trade Union Response
<b>Officer Contact Details</b>	Karen Morrell, <a href="mailto:Karen.morrell@barnet.gov.uk">Karen.morrell@barnet.gov.uk</a> , 020 8359 6181

## **Summary**

This report outlines changes to the workforce and structure in the Adults and Communities Mental Health service, in order to reflect an enablement and social care model of mental health; and the requirement to deliver council wide workforce efficiencies.

As a consequence of these changes one member of staff in the Adults and Communities Mental Health service will be placed at risk of redundancy. For some roles there will be a change of location, line management and a change of job title. There will be deletion of some vacant posts and changes to the remaining vacant posts. Some staff are currently seconded to Barnet, Enfield and Haringey Mental Health Trust (BEHMHT), this arrangement will end and all these staff will be directly managed by the Adults and Communities Delivery Unit.

## **Recommendations**

- 1. That the General Functions Committee approve the proposed restructure of the Adults and Communities Mental Health Service, including the deletion of existing posts and the creation of new posts as set out in Appendix A.**
- 2. That authority to take all necessary actions to put in place transitional arrangements to ensure the continuity of business as these proposals are implemented be delegated to the Adults and Communities Director.**

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

- 1.1 This report concerns the proposed changes to the establishment of the council. According to the HR Regulations in the Constitution, where terms and conditions of employment are to be introduced or replaced in a restructure the restructure will be taken to have major implications and a report must be submitted to General Functions Committee.
- 1.2 On 16 September 2015 the Adults and Safeguarding Committee approved the [Barnet Enablement Pathway Business Case](#) for implementation, including the recommended model of enablement.

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

- 2.1 The committee is asked to approve the restructure which will have the effect of formally altering the council's establishment, specifically the Adults and Communities Delivery Unit.
- 2.2 The details of the proposed changes can be found in the Restructure of the Adults and Communities Mental Health Service Consultation Document - Consultation Report and Final Proposals (Appendix A)
- 2.3 The Barnet Enablement Pathway has been developed to provide a focus on meeting social care needs as well as providing an integrated service with key partners. The overarching aim of the pathway is to deliver the right support at the right time, supporting the choices, goals and needs of the service user. This increases resilience and self-management of people and their families with the aim of reducing and preventing the need for more intensive social care services.
- 2.4 The new model to deliver the Barnet Enablement Pathway will enable staff to work in a strengths-based way, concentrating on supporting people with key social needs which may be impacting on their mental wellbeing. Research shows that people with a mental health issue are at a higher risk of unemployment, homelessness and breakdown of family relationships. Concentrating resources at the front end of people's mental health journey will alleviate some of these risks.
- 2.5 The approach being taken aims to minimise the number of redundancies and impact on occupied posts. It also aligns the Mental Health staff structure with the rest of the Adults and Communities Delivery Unit by repatriated staff back

into Adults and Communities and ending the secondments to the Barnet, Enfield and Haringey Mental Health Trust (BEHMHT).

- 2.6 Feedback to the consultation raised issues around the alignment of different posts in to a generic Lead Practitioner role and confusion over who holds supervisory responsibility and who does not. In the rest of the Adults and Communities Delivery Unit the role of Lead Practitioner clearly holds supervisory responsibility. Therefore, to align with the rest of the Adults and Communities Delivery Unit, Mental Health staff that hold supervisory responsibility will be renamed Lead Practitioners. Practitioners that have an Approved Mental Health Practitioner (AMHP) qualification will be renamed Senior Social Worker.
- 2.7 Feedback also raised issues around changes to skills mix and the supervision of Assessment and Enablement Officers by Social Workers. It is acknowledged that when staff hold supervisory responsibility then their case loads need to reflect the additional responsibility. This will give Social Workers the opportunity to develop their supervisory skills and align with the changes made in other areas of the Delivery Unit. The changes to the skills mix are not unusual and will align Barnet's practice with many other Local Authorities.
- 2.8 The Mental Health service were tasked with making savings from the staffing budget as part of the council wide savings plan. Feedback to the reduction in posts to deliver savings raised issues around deleting social work posts. The posts proposed for deletion are mainly long term vacant posts. Nationally there is a shortage of high quality, professional Social Workers and Barnet have taken the approach that they wish to 'grow their own' workforce. The initial proposal to delete one vacant Principal Practitioner has been changed to keep the post and rename it as Lead Practitioner. This reduces the number of posts deleted.
- 2.9 Feedback asked for reassurance around the level of investment in current and future staff. There is a robust training plan in place, which offers a range of learning opportunities across Adult and Communities of which MH staff can access. The training and development includes class room learning, eLearning, external short courses/ conferences and post graduate training. As from 2016 we also have access to corporate training which covers a lot of the generic training and soft skills aspect of learning, along with an extensive eLearning portal.
- 2.10 The Social Care staff in Mental Health services have also benefited from the strengths-based training, which has been rolled out across Adult Social Care. Staff have continued to link in and attend national and regional conferences and Barnet has invested in the Think Ahead Programme to train graduates who want to specialise in Mental Health Social Work.

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

3.1 The following options were considered and not recommended:

- Do nothing: this option would mean the Barnet Enablement Pathway cannot be implemented as per the Adults and Safeguarding Committee decision on 16 September 2015.
- Implement the Barnet Enablement Pathway without undertaking a restructure. This option would not enable the aims of the Barnet Enablement Pathway as described in paragraph 2.3 of this report.

3.2 The feedback from the consultation did not identify any alternative options for meeting the needs of people with mental health issues or for delivering the workforce efficiencies savings.

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

4.1 Should the committee approve the proposed Adults and Communities Mental Health service structure, the following will be implemented in partnership with Barnet Clinical Commissioning Group (CCG) and BEHMHT.

- New organisational structure
- New role profiles
- Recruitment to vacant posts
- Redundancy

4.2 The aim would be to implement the new staffing structure and the Barnet Enablement Pathway by April 2017.

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

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

5.1.1 The Adults and Communities Mental Health service restructure supports the delivery of the Corporate Forward plan 2015-2020, which includes the vision that people with mental health issues will receive support in the community to help them stay well, get a job and remain active, with support focused on helping people with their whole life, not simply providing a diagnosis.

5.1.2 The restructure is in line with the Joint Health and Wellbeing (JHWB) Strategy 2015-2020 and the Adults and Communities Commissioning Plan 2015-2020. In November 2014, the Health and Wellbeing Board identified prevention and early intervention of mental health problems as a priority. Mental health is a key priority in year one of the JHWB Strategy with partners coming together to make a positive impact for all of residents.

5.1.3 As a result the council, BCCG and Barnet, Enfield and Haringey Mental Health Trust (BEHMHT) are working together to improve and modernise the current secondary care services towards a community locality based model.

5.1.4 The Barnet Enablement Pathway focuses on the right support at the right time through joint working with partner organisations, the voluntary sector and service users to ensure a strengths based and holistic approach. The recommendation for approval of changes to the staffing structure will allow for the BEP to be embedded and sustained going forward.

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

5.2.1 The changes proposed will have an impact on finance, staffing and IT.

5.2.2 On 28th June 2016 the Policy and Resources Committee tasked the Adults and Safeguarding Committee with developing proposals for savings of £15.07m between 2016 and 2020. The Adults Business Plan included the following profile of savings for staffing efficiencies from 2017-2020:

Opportunity Area	Description of saving (2016/20)	2017/18 (£'000)	2018/19 (£'000)	2019/20 (£'000)
Staffing Efficiencies	A workforce restructure was implemented in 2016/17. The proposals included reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies. The saving in 2017/18 is the full year impact of the saving.  The saving in 2019/20 is anticipated from the implementation of a new IT case management system.	(400)	0	(213)

5.2.3 The Adults and Communities workforce restructure was implemented in 2016/17. The full year impact of the workforce restructure is shown as the £400k saving for 2017/18.

5.2.4 The proposed changes for the Mental Health Service will deliver 10 percent saving on the staffing budget as per the medium term financial strategy targets. The savings are expected to be around £200k. This will be delivered by reducing the number of posts and changing the skill mix of posts in the service, in the main these changes will be to long term vacant posts.

5.2.5 As a result of the changes to the staffing structure and the changes to staff line management, there will be an impact on IT and in particular for those staff that do not currently have Barnet Council equipment. The IT requirements have been discussed and will be in place as required.

## 5.3 **Social Value**

5.3.1 Not applicable in the context of this report.

## 5.4 **Legal and Constitutional References**

5.4.1 In accordance with Appendix A to the Responsibility for Functions section of

Barnet Council's Constitution the General Functions Committee has responsibility for staff matters (i.e. salaries and conditions of service) other than those within the remit of Chief Officer Appointment Panel. In accordance with the HR Regulations in the Constitution, where there are changes to terms and conditions of employment, a report must be made to the General Functions Committee for approval

## 5.5 Risk Management

5.5.1 Risks associated with the proposals have been logged using the corporate risk management procedure. the main risk associated with this decision is as follows:

- If the reduced establishment does not sufficiently cover the demand pressures then there may be an impact on the quality of service and an increase on staff pressure. Mitigation for this risk includes activity modelling which was completed prior to proposals for the establishment changes. Case reviews are currently being completed to ensure the safe transfer of cases and this is being supported by a desk top audit of cases. A staff training programme is also being developed to ensure sufficient support is in place to manage case loads and any additional demand pressures. Taking into account the mitigating actions, this risk is currently rated as low.

## 5.6 Equalities and Diversity

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

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

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

5.6.3 A full Resident/ Service User Equalities Impact Assessment was completed prior to consultation, in order to ensure the above requirements were considered. This recommendation does not directly disadvantage any of the protected characteristics in particular.

5.6.4 An Employee Equality Impact Assessment was carried out in July 2016 prior to consultation. It was noted in this assessment that Mental Health workforce are predominantly female and that female employees are statistically more likely to have flexible working arrangements in place. It was noted that as part of implementing these new proposals the service would consider the impact on part time staff, whether existing flexible working requests would be honoured and whether the service would be sympathetic to new flexible working requests. It is not envisaged that the proposals in this report would affect the service's ability to accommodate existing and future flexible working

arrangements. Given the above and the fact that the proposals involve the deletion of vacant posts and only one member of staff being at risk of redundancy, there should be no adverse impact on protected groups.

## 5.7 Consultation and Engagement

5.7.1 A sixty (60) day staff consultation took place including full engagement with the Trade Unions. The feedback and outcomes of this consultation, including a full response and final proposals are outlined in 'Appendix A Final Proposals'. It is the final proposals that are recommended for approval by this Committee.

## 5.8 Insight

5.8.1. Insight data not relevant for this decision.

## 6. BACKGROUND PAPERS

6.1 On 16 September 2015 the [Adults and Safeguarding Committee approved](#) the:

- Full Business Case to implement the Barnet Enablement Pathway
- Withdraw Adults and Communities Mental Health Social Workers from the BEHMHT integrated structure
- Put in place a new section 75 agreement
- Consult with staff and Trade Unions on the restructure proposals
- Consult with the public on the Barnet Enablement pathway and changes to services; and
- Note the position statement on progress made in delivering the Council's commissioning intentions.

6.2 On 19 September the [Adults and Safeguarding Committee](#) agreed to the implementation of the new operating model within the current service. This explicitly included work to develop the Mental Health Enablement Pathway.

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## **Revised Version**

This is a revised version of the Consultation Document as of 18 August 2016. This version contains updated contact details for feeding back any comments, suggestions or responses. All feedback should be sent to [comms.adults@barnet.gov.uk](mailto:comms.adults@barnet.gov.uk).

This version supersedes any previous versions. Prior printed and electronic copies should be disposed of appropriately.

LONDON BOROUGH OF BARNET

ADULTS AND COMMUNITIES

# **Formal consultation on the proposals for the restructure of the Adults and Communities Mental Health Services**

15 August 2016

## POLICY SUMMARY

This document arises from a decision made by the Adults and Safeguarding Committee on 16 September 2015 approving the [Barnet Enablement Pathway Business Case](#) for implementation and that the proposals for the service restructure should form the basis for formal consultation with staff and Trade Unions.

The Barnet Enablement Pathway Business Case sets out that the line management of social care should be separate from Barnet, Enfield and Haringey Mental Health Trust (BEHMHT) staff; that social workers should withdraw from the Care Programme Approach (CPA) process and that their secondment to the Trust should end. It also highlighted the need to strengthen the social care model of mental health and develop a service which provides stronger enablement and increased strengths-based practice. Staff are being supported to improve the social care model in mental health services through a variety of practice forums, joint training with the Mental Health Trust (MHT) and introducing the increased use of person centred tools such as the single page profile.

The Business Case included a proposed staffing model which has been further defined. Work to ensure a safe transition continues with BEHMHT and the Barnet Clinical Commissioning Group (CCG) as they work on their own proposals for the future structure of their teams and services.

In addition to re-structuring the service as described above, there is a requirement that the Adults and Communities delivery unit delivers efficiency savings in the 2016/17 financial year and formally consults with staff on these changes and the potential impact on the workforce. The rest of the delivery unit underwent a re-structure earlier in 2016 and the proposals in this document provide for savings of approximately £200k from the mental health staffing budget in 2017-2018.

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

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

## **DECISION MAKING**

This proposal involves changes to the workforce, as a result of the change in practice required to reflect an enablement and social model of mental health and the additional requirement to deliver council wide workforce efficiencies. As a consequence of these proposals it is likely that at least one member of staff in the Adults and Communities Mental Health service will be placed at risk of redundancy.

In addition for some roles there will be a change of location and line management, a change of job title, deletion of vacant posts and a change to posts which at present remain vacant. Some staff are currently seconded to BEHMHT and the proposal here is that all these staff will be directly managed by the Adults and Communities delivery unit.

Following the closure of consultation the final proposals will be signed off by a Full Delegated Powers Report.

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## 1 EXECUTIVE SUMMARY INFORMATION

### 1.1 Officers

ROLE	NAME	CONTACT
Sponsor	Mathew Kendall	<a href="mailto:mathew.kendall@barnet.gov.uk">mathew.kendall@barnet.gov.uk</a>
Senior Responsible Officers	James Mass Jon Dickinson	<a href="mailto:james.mass@barnet.gov.uk">james.mass@barnet.gov.uk</a> <a href="mailto:jon.dickinson@barnet.gov.uk">jon.dickinson@barnet.gov.uk</a>
Human Resources Advisory	Stephen Cranfield	<a href="mailto:stephen.cranfield@barnet.gov.uk">stephen.cranfield@barnet.gov.uk</a>

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

### 1.2 Timetable

It is proposed to start to implement the final service and staff structure in Mental Health in December 2016, subject to the completion of the consultation and the final proposal being signed off by a Full Delegated Powers Report. Some elements will be implemented at a later date to align with the redesign of the health element of Mental Health services. Adults and Communities are working closely with BEHMHT and the CCG to ensure that the new model is jointly implemented and a full timetable is set out in [Section 5](#) of this document.

The consultation will last for a 45 day period to allow staff time to consider the proposals and engage effectively on the decisions that need to be made.

Group	Purpose	Date
Formal Consultation Period (45 days)	1 to 1 meetings will be held with directly affected employees during the formal consultation period.	15 August 2016 to 28 September 2016
Collective and Individual Consultation	Trade Unions will be consulted as part of collective consultation.	

### 1.3 Staff in Scope

The changes proposed within this document affect posts within the Adults and Communities Mental Health service.

A list of all positions potentially affected by these proposals (either directly or indirectly) is included in section [4.1](#) (see also [Appendix A](#) and [Appendix B](#) for current and proposed new structures).

## 1.4 Proposed Changes Summary

The council's budget for 2016-2020 includes significant workforce efficiencies savings. These proposals will enable the Mental Health service to make savings of approximately £200k against the current staffing budget of £1.96m.

It is proposed that 11 posts (9.5 FTE) across the Adults and Communities Mental Health service are deleted and where possible this will be achieved through the deletion of vacant posts. Of the posts proposed for deletion, 9 (8.5 FTE) are currently vacant. This is not sufficient to achieve the required budget reductions and so it is likely that one or more of the posts deleted will be filled by staff, with the consequence that some staff will be placed at risk of redundancy. It is also proposed to create 4 new posts (3.5 FTE) resulting in a downward net shift of 6.0 FTE.

One of the main proposals is to reduce the number of Social Worker posts within the Adults and Communities Mental Health service and increase the numbers of Assessment and Enablement Officer (AEO) posts. Balancing the ratio could deliver financial benefits and ease difficulties in recruitment to avoid reliance on agency usage for hard-to-fill social work roles.

It has been agreed that although Social Worker posts will be deleted, no post holder in a Social Worker role will be placed at risk of redundancy as a result of these proposals. The intention is to assimilate staff in to new roles through an assimilation / role preference exercise.

Line management for social care staff will be provided from the Adults and Communities delivery unit. The current Senior Practitioner and Social Worker job profiles will be updated to reflect this change. There will be changes to the job profiles for the two management roles within the existing Network service. Additional administrative staff for the Approved Mental Health Professional (AMHP) team will be sourced from existing resources to ensure that statutory requirements continue to be met.

One of the potential impacts of the proposal to offer enablement at the beginning of the referral process could be an increase in the people being referred for assessments and reviews. However, in the long term, the number of people subsequently going through to secondary mental health teams should reduce. The increased engagement with other services such as Primary Care, Family services and Employment will mitigate this by improving the initial offer given to people using the services and reducing the long term intervention required.

### Changes to Terms and Conditions

No changes to terms and conditions of employment will take place as a consequence of this restructure, however, secondment to BEHMHT will cease.

## 1.5 Responding to the Consultation

Comments and ideas to improve the proposals and alternative proposals are welcomed from across the Adults and Communities Mental Health service.

There are a number of ways to put these forward or to ask questions.

<b>Online survey</b>	A web link to an online survey will be circulated with this document. The survey can be completed anonymously if desired and includes free text fields that allow for open comments and suggestions.
<b>Email</b>	Comments and suggestions can be emailed to <a href="mailto:comms.adults@barnet.gov.uk">comms.adults@barnet.gov.uk</a>
<b>Drop-in sessions</b>	There will be open drop-in sessions on a regular basis throughout the consultation period where staff can discuss the proposals with senior managers. The dates of these will be circulated with this document.
<b>One-to-one meetings</b>	You can discuss your thoughts on the proposals with your line manager. If you would prefer to discuss with a senior manager this can be arranged.
<b>Consultation FAQs / Log on intranet</b>	Throughout the consultation all common questions and concerns will be logged with weekly updates and responses where appropriate. These will be published on the intranet. Personal questions and queries will be responded to directly where possible

## 2 BACKGROUND AND PRINCIPLES

### 2.1 Background

The Adults and Safeguarding Committee agreed to deliver a new model of mental health for Barnet in September 2015. This was developed on the principles outlined by the College of Social Work, which recognised that the social care model of mental health needed to be improved and that enablement should be offered at the beginning of someone's journey in to services. There is evidence that demand for support has increased in Barnet, with the cost of providing services increasing year on year. The introduction of the Care Act 2014 and the success of the enablement projects in Barnet has driven the need develop a more cohesive, person-centred way of delivering services to people, which builds on strengths-based practice, clear outcomes and using community based resources to meet people's needs. The emphasis is on clear outcomes for people that assists them becoming more self-reliant and concentrates on the individual rather than a diagnosis.

At the same time as the Adults and Communities delivery unit has experienced an increase in demand, Barnet Council has continued to experience considerable financial pressure as a result of a continuing reduction in the financial support provided by central government. In order to allow for the council to deliver vital services to Adults, while operating within its means, the Adults and Safeguarding Committee was required to identify £18.6m of savings through to 2020.

Each of the Committees identified a staffing saving of approximately 10%. For the Adults and Safeguarding Committee this equated to £1.7m. An element of this is in relation to staff budgets in the Commissioning Group (£88k) with the bulk applying to the Adults and Communities delivery unit. Members have tasked officers with achieving £1.4m of savings in the next two years from the Adults and Communities delivery unit budget. In line with this the mental health staffing budget was reduced by £150k from April 2016. These proposals will enable the Mental Health service to operate within the current staffing budget of £1.96m.

Achieving savings at this scale has led to the delivery unit needing to make some challenging decisions. The proposals in this document are intended to achieve these savings and minimise adverse impact for both staff and residents. The principles described in the next section have guided the formation of these proposals.

## 2.2 Principles

The following principles have governed the development of these proposals:

- ***Delivering services to achieve outcomes as efficiently and effectively as possible:***  
Where there are opportunities to achieve the same outcomes for people who use our services at a lower cost these should be taken. The opportunities afforded by new ways of working should enable reductions to the establishment without an impact on the residents of Barnet, allowing us to ensure that we are making the most of all our resources.
- ***Minimising the impact on service delivery:***  
The proposals should ensure that any negative impacts for residents are managed efficiently and minimised where possible.
- ***Providing opportunities for growth and development:***  
Ensuring that we value the skills, capabilities and talents within our workforce and provide a supportive environment where staff are encouraged to deliver and develop in their careers.
- ***Streamlining management:***  
The management structures should be as focused and efficient as possible to maximise resource available for front-line service delivery.
- ***Getting the right skill mix:***  
Each team should have the right skill mix to deliver the required work. This needs to be informed by examples of good practice from previous internal changes (such as the restructure of the rest of the Adults and Communities delivery unit earlier in 2016) and from other local authorities. As the skill mix changes, we will ensure sufficient career development opportunities are available. This will include supporting Assessment and Enablement Officers in identifying their career pathways as we increase the level of Assessment and Enablement Officer support across the service.
- ***Minimising redundancy:***  
Keeping the number of redundancies as low as possible is very important. Many of the proposed deleted posts are vacant and have not been covered by agency staff. Where staff are placed at risk of redundancy we will work closely with Human Resources to ensure that opportunities for redeployment are maximised, both within the delivery unit and council-wide.

### **3 PROPOSED CHANGES TO STAFF**

#### **3.1 Barnet Assessment Service**

It is proposed that all staff currently working in the Barnet Assessment Service will be incorporated in to the new Locality Community Teams based in the north, west and south of Barnet, probably working alongside health staff. They will play a pivotal part in developing an initial outcome-focussed plan jointly with the Locality Team and the Local Enablement Team. These staff will be managed by social care staff. It is also proposed to delete a Principal Practitioner role (1.0 FTE).

All Principal Lead Practitioner and Senior Social Worker roles will be known as Lead Practitioners, in line with the rest of the Adults and Communities delivery unit.

Lead Practitioners will carry on with their supervisory role of Social Workers and Assessment and Enablement Officers.

Adults and Communities are committed to supporting Social Work staff in achieving the AMHP qualification. Therefore, where a Social Worker achieves the AMHP qualification, their post will then automatically be converted into a Lead Practitioner post, to reflect the additional responsibility involved in carrying out this work.

The proposed changes are as follows:

Action	Roles	Impact
<b>Revisions</b>	Principal Lead Practitioner and Senior Practitioner	Change names of posts to Lead Practitioner
		Change to reporting line and location
<b>Revision</b>	Social Workers	Change to reporting line and location
<b>Delete</b>	Principal Practitioner	1.0 FTE (1.0 FTE Vacant)

#### **3.2 Local Enablement Team (The Network)**

The Network has expanded in recent years and has developed a robust way of working with people in a person-centred way and one which reflects the principles of enablement and strengths-based practice. The proposal is to expand this service and extend the enablement offer to more people and at an earlier stage. To achieve this it is proposed that some social care staff will move from the existing Mental Health team in to the Local Enablement Team. It is thought that this will help to improve links with the wider council, community and voluntary sectors, housing and employment.

This service will be known as the Local Enablement Service and will consist of one receiving hub with staff working out in to the three localities. This means that staff will travel to localities within Barnet to ensure that the enablement offer is delivered in the area the person resides. The service will work and link with the Locality teams, the Wellbeing Centres, Adult Social Care Hubs, Primary Care services and other stakeholders.

The Local Enablement Team will be managed by an Enablement Manager and a Network Team Manager and will consist of:

- 4.0 FTE Lead Practitioners,
- 1.0 FTE Social Worker,
- 7.0 FTE Assessment and Enablement Officers,
- 2.0 FTE Community Access Workers, and
- 1.0 FTE Peer Support Access Worker.

The business support function will continue to be provided by the existing business support staff consisting of:

- 1.0 FTE Business Support Manager,
- 1.0 FTE Business Support Assistant, and
- 2 (0.5 FTE) Business Support Assistants.

The full time Business Support Assistant post will provide half-time support to the AMHP Service.

The Lead Practitioners in the team will directly manage Social Workers and Assessment and Enablement Officers. They will also serve as Champions/ Service Navigators and enable the team to work with Children and Families, Housing, Employment, Carers, the Primary Care Link workers and other stakeholders.

Adults and Communities are committed to supporting Social Work staff in achieving the AMHP qualification. Therefore, where a Social Worker achieves the AMHP qualification, their post will then automatically be converted into a Lead Practitioner post, to reflect the additional responsibility involved in carrying out this work.

The increased number of skilled social care staff will provide the enhanced enablement offer working with new people as well as existing clients. People receiving help from the Locality Teams, Link Workers and Wellbeing Hubs will also have access to the Enablement Service. The service will also work closely with the Adults Social Care Hubs where mental health enablement support has been identified as a need.

For people coming into the service, the enablement offer will be the initial offer. The service will offer person-centred assessment conversations, clearly defined outcomes for people, focussed courses using the wellness recovery action plan (WRAP) and the Mental Health recovery star; and intensive or light touch interventions to support people in or

seeking employment, requiring support relating to their families, housing and the community.

The proposed changes are as follows:

Action	Roles	Impact
<b>Rewards</b>	Community Network Manager	Change name of post to Enablement Manager and role profile to include managing Social Workers and Assessment and Enablement Officers and to reflect the expansion of the enablement service.  Change to reporting line and potentially location
<b>Revision</b>	Deputy Community Network Manager	Change name of post to Network Team Manager and role profile to include managing Social Workers and Assessment and Enablement Officers and to reflect the expansion of the service provided by the Network.  Change to reporting line and potentially location
<b>Revision</b>	Community Access Worker	Change the title of one Community Access Worker post (1.0 FTE vacant) to Peer Support Access Worker.
<b>Revision</b>	Business Support Assistant	1.0 FTE role to work across the Network (0.5 FTE) and the AMHP Service (0.5 FTE).
<b>Create</b>	Assessment and Enablement Officer	1.0 FTE (in Local Enablement Team)

### 3.3 Community Recovery Team, East and West Support Recovery Team, Complex Needs Team and Early Intervention Team

Staff based in these teams will move to be part of the proposed Locality Community Teams, the Local Enablement Team (see Section 3.2) and the Intensive Enablement Team.

The following posts will be deleted:

- 0.5 FTE Psychotherapist and Safeguarding Lead post,
- 0.5 FTE Training Commissioner post,
- 2.0 FTE vacant Social Worker posts,
- 2.0 FTE vacant Senior Practitioner posts,
- 1.0 FTE vacant Team Manager post, and
- 1.0 FTE vacant Principal Practitioner post.

One Assessment and Enablement Officer post (1.0 FTE) will be created in the Intensive Enablement Team. The posts of all Senior Practitioners and Social Workers who have the AMHP qualification will be renamed as Lead Practitioner. Adults and Communities are committed to supporting Social Work staff in achieving the AMHP qualification. Therefore, where a Social Worker achieves the AMHP qualification, their post will then automatically

be converted into a Lead Practitioner post, to reflect the additional responsibility involved in carrying out this work.

It is also proposed that to better align practice between social workers and occupational therapists in the rest of Adult Social Care, the Lead Practitioners will supervise up to two Social Workers each and Social Workers will supervise up to one Assessment and Enablement Officer each. This will help to share and develop skills across the service and provide development opportunities that will help with career progression.

Whilst certain roles should remain exclusively the remit of qualified Social Workers (safeguarding roles, complex case roles, Team Leaders and Lead Practitioners), there is scope to expand the functions currently performed by Assessment and Enablement Officers, with appropriate management and supervision structures in place.

This approach will help to further promote the use of prevention services, with Assessment and Enablement Officer's especially being skilled in working closely with the community and voluntary sector.

We will be closely monitoring management capacity within the Localities Team, to ensure that appropriate support is in place. As part of delivering this a vacant position of Lead Practitioner has been established in the new structure, and although this post will not be filled under the initial stage of the restructure process, as part of delivering the savings, this will be kept under review on an on-going basis, and management will seek to fill this position should this become necessary to provide additional management support.

### Locality Community Teams

Nine staff members will be based across the three Locality Community Teams, this comprises of:

- 5.0 FTE Lead Practitioner posts, and
- 4.0 FTE Social Worker posts.

These teams will predominately be comprised of health staff because most of the social care activity will sit with the Local Enablement Team.

Nevertheless, it is important that social care staff have a presence in these teams so that they can work with people requiring health and social care interventions. They will work jointly with the Local Enablement team to offer an assessment conversation, which identifies the enablement outcomes and the intervention required to ensure that people can remain within the community. They will also work with the inpatient units to develop robust discharge plans.

### Intensive Enablement Team

The main purpose of this team will be to build relationships with providers, negotiate on cost and work with people already in secondary mental health services who are accessing accommodation based services (such as residential care, supported living or intensive support in their own homes).

The focus will be on recovery, stepping down people into more independent resources, increasing self-reliance and increasing the use of community resources with the underlying principle of strengths-based practice. The social care staff in this team will work with the other teams so that people can be directly referred back for an enablement offer. Social care staff will manage reviews of social care funded packages of care. The team will also work with people who are in inpatient units to support a robust plan for discharge starting at the point of admission.

The social work staff in this team will comprise of:

- 1.0 FTE Team Manager post,
- 2.0 FTE Lead Practitioner posts,
- 1.0 FTE Social Worker post, and
- 1.0 FTE newly created Assessment and Enablement Officer post.

The proposed changes are as follows:

Action	Roles	Impact
Delete	Social Worker/Senior Practitioner	1.0 FTE
Delete	Psychotherapist and Safeguarding Lead	0.5 FTE
Delete	Training Commissioner	0.5 FTE
Revise	Senior Practitioner and Social Worker roles where the post holder has the AMHP qualification	Change names of posts to Lead Practitioner.  Change Social Worker role profiles to include supervising Assessment and Enablement Officers.  Change to reporting line and location
Revise	Principal Practitioner	Change name of posts to Lead Practitioner and keep vacant
Delete	Social Worker	2.0 FTE (2.0 FTE vacant)
Delete	Senior Practitioner	1.0 FTE (1.0 FTE vacant)
Delete	Team Manager	1.0 FTE (1.0 FTE vacant)
Create	Assessment and Enablement Officer	1.0 FTE (in IET)

The proposed new structure for these teams will need to ensure that there is a stronger focus on:

- Person-centred planning
- Enablement being the first offer for someone referred to Mental Health services
- Strengthening links with primary care services
- Developing joint pathways with other services
- Increasing use of community and mainstream services
- Improving strength based practice
- Supporting people to be more self-reliant
- Strengthening the social care model of mental health
- Working in a co-productive way with health colleagues
- Developing a systemic way of working with individuals
- Strengthening relationships with other services and developing champion roles for people.
- Strengthening the links with adult social care hubs.

### **3.4 Approved Mental Health Professional (AMHP) Service**

The AMHP service will continue to meet the statutory requirements of the Mental Health Act 1983. The dedicated AMHP Manager (1.0 FTE) and Senior Practitioner post (1.0 FTE) will remain in the present location in the Dennis Scott Unit. The Senior Practitioner role will be known as Lead Practitioner, in line with the rest of the Adults and Communities delivery unit.

Adults and Communities are committed to supporting Social Work staff in achieving the AMHP qualification. Therefore, where a Social Worker achieves the AMHP qualification, their post will then automatically be converted into a Lead Practitioner post, to reflect the additional responsibility involved in carrying out this work.

It is a requirement of qualified AMHPs to work on the rota and most will be based in the other teams with the as-and-when AMHPs being managed by the AMHP Manager. It is recognised that there is a need for additional administrative support and a Business Support Assistant post will be split (0.5 FTE) from the Network Team to facilitate this.

The proposed changes are as follows:

Action	Roles	Impact
Revision	Business Support Assistant	0.5 FTE of the 1.0 FTE role in the Network to support the AMHP Service (0.5 FTE).
Revision	Senior Practitioner	Change role title to Lead Practitioner

### 3.5 Psychiatry Liaison Team

One Social Worker (1.0 FTE) will continue, as at present, to be based within the team.

It is also proposed that to better align practice between Social Workers and Occupational Therapists in the rest of Adult Social Care, Social Workers will supervise up to one Assessment and Enablement Officer each. This will help to share and develop skills across the service and provide development opportunities that will help with career progression.

The proposed changes are as follows:

Action	Roles	Impact
Revise	Social Worker roles where the post holder has the AMHP qualification	<p>Change names of posts to Lead Practitioner.</p> <p>Change role profile to include supervising Assessment and Enablement Officers.</p> <p>Change to reporting line and location</p>

### 3.6 Cognitive Impairment Team

There is no net change to the establishment of seven posts (5.58 FTE). The vacant Social Worker posts (1.5 FTE) will be replaced with one Assessment and Enablement Officer post (0.5 FTE) and one Review Officer/ Assessment and Enablement Officer post (1.0 FTE). In line with the changes across the delivery unit, the name and role profile of the Principal Practitioner and Senior Practitioner posts will be changed to that of Lead Practitioner.

Lead Practitioners will carry on with their supervisory role of Social Workers and Assessment and Enablement Officers. Adults and Communities are committed to supporting Social Work staff in achieving the AMHP qualification. Therefore, where a Social Worker achieves the AMHP qualification, their post will then automatically be converted into a Lead Practitioner post, to reflect the additional responsibility involved in carrying out this work.

The proposed changes are as follows:

Action	Roles	Impact
<b>Revision</b>	Principal Practitioner	Change names of post to Lead Practitioner.
<b>Delete</b>	Social Worker	1.5 FTE (1.5 FTE vacant)
<b>Create</b>	Assessment and Enablement Officer	0.5 FTE
<b>Create</b>	Review Officer / Assessment and Enablement Officer	1.0 FTE

### 3.7 Management Changes

The Head of Mental Health will have overall management responsibility for the social care aspect of the service and will work closely with the equivalent posts within the CCG and the Trust.

## 4 PROPOSALS FOR CONSULTATION

### 4.1 Changes to the establishment

The changes described in Section 3 of this document result in changes from the current structure ([Appendix A](#)) to the new model ([Appendix B](#)) as indicated in the table below. The table does not include changes to reporting lines, team membership and location.

Team	Roles	FTE	FTE Vacant	Action	Impact/ Proposed Post	Proposed FTE	Net
Barnet Assessment Service	Principal Practitioner	1.00	1.00	Delete	Deleted	0.00	-1.00
Barnet Assessment Service	Principal Lead Practitioner and AMHP	1.00	0.00	Revision	Rename as Lead Practitioner	1.00	0.00
Barnet Assessment Service	Senior Practitioner and AMHP	1.00	1.00	Revision	Rename as Lead Practitioner	1.00	0.00
The Network	Community Access Worker	3.00	1.00	Revision	Change the title of vacant 1.0 post (1.0 FTE) Community Access Worker to Peer Support Access Worker.	3.00	0.00
The Network	Community Network Manager	1.00	0.00	Revision	Change name of post to Enablement Manager to reflect the expansion of the enablement service.		
The Network	Deputy Community Network Manager	1.00	0.00	Revision	Change name of post to Team Manager to reflect the expansion of the service provided by the Network.	1.00	0.00
The Local Enablement Team/ AMHP Service	Business Support Assistant	1.00	0.00	Revision	Role to work across the Local Enablement Team and the AMHP Service	1.00	0.00

Team	Roles	FTE	FTE Vacant	Action	Impact/ Proposed Post	Proposed FTE	Net
<b>Local Enablement Team (NEW)</b>	Assessment and Enablement Officer	0.00	0.00	Create	New post created	1.00	1.00
<b>Community Recovery Team</b>	Social Worker / Senior Practitioner	1.00	1.00	Delete	Deleted	0.00	-1.00
<b>Complex Needs Team</b>	Psychotherapist & Safeguarding Lead	0.50	0.00	Delete	Deleted	0.00	-0.50
<b>Complex Needs Team</b>	Training Commissioner	0.50	0.30	Delete	Deleted	0.00	-0.50
<b>Complex Needs Team</b>	Senior Practitioner and Social Worker where the post holder has the AMHP qualification	3.00	0.00	Revision	Rename as Lead Practitioner	3.00	0.00
<b>Complex Needs Team</b>	Social Worker	1.00	1.00	Delete	Deleted	0.00	-1.00
<b>East and West Support Recovery Team</b>	Social Worker	4.00	2.22	Delete	Posts reduced by 1.00 FTE	3.00	-1.00
<b>East and West Support Recovery Team</b>	Senior Practitioner	6.00	1.00	Delete	Posts reduced by 1.00 FTE	5.00	-1.00
<b>East and West Support Recovery Team</b>	Team Manager	1.00	1.00	Delete	Deleted	0.00	-1.00
<b>East and West Support Recovery Team</b>	Principal Practitioner	1.00	1.00	Revision	Rename as Lead Practitioner and keep vacant	1.00	0.00
<b>Intensive Enablement Team</b>	Assessment and Enablement Officer	0.00	0.00	Create	New post created	1.00	1.00
<b>Cognitive Impairment Team</b>	Principal Practitioner	1.00	0.00	Revision	Rename as Lead Practitioner	1.00	0.00
<b>Cognitive Impairment Team</b>	Social Worker	1.50	1.50	Delete	Deleted	0.00	-1.50

Team	Roles	FTE	FTE Vacant	Action	Impact/ Proposed Post	Proposed FTE	Net FTE
<b>Cognitive Impairment Team</b>	Assessment and Enablement Officer	0.00	0.00	Create	New post created	0.50	0.50
<b>Cognitive Impairment Team</b>	Review Officer / Assessment and Enablement Officer	0.00	0.00	Create	New post created	1.00	1.00
<b>AMHP Service</b>	Senior Practitioner	1.00	0.00	Revision	Rename as Lead Practitioner	1.00	0.00
<b>Psychiatry Liaison Team</b>	Social Worker where the post holder has the AMHP qualification	1.00	0.00	Revision	Rename as Lead Practitioner	1.00	0.00

**4.2** This proposal will reduce the direct workforce costs by an estimated £200,000.

## 5 REORGANISATION TIMETABLE AND APPROACH

This section explores how we will engage and consult with employees and their representatives; and support staff through the changes proposed, provide their suggestions and respond to concerns.

### 5.1. Timetable

The timetable for the proposal is split into 2 phases. Any notice of redundancy will not be issued until the Consultation Period has closed, and the proposals have been signed off at General Functions Committee (expected August 2016).

#### 5.1.1 Phase one: consultation and engagement (15 August – 28 September 2016)

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

#### 5.1.2 Phase two: implementation (October 2016 onwards)

- Statutory Notices of Redundancies (if applicable)
- Assimilation/post preference exercise
- Implementation of new structure (from December 2016)
- Implementation of new Workforce Development Plan

### 5.2. Consultation timetable

Date	Activity
15 August 2016	Consultation Document Issued. Consultation Opens with staff and Trade Unions
15 August 2016	'At risk' of redundancy letters issued where applicable
15 August 2016 to 28 September	Consultation and engagement activities
28 September 2016	Consultation closes
14 October 2016	Consultation response prepared
17 October 2016	Final Proposals go through Delegated Powers Report process.  Statutory notice of redundancy (including redeployment) (TBC)
17 October 2016 to December 2016	Assimilation / Post Preference Exercise
December 2016 onwards	New structure in place.

## 6 CONSULTATION

### 6.1. Consultation method

The consultation will take place by means of:

- Launch of consultation: the Adult Social Care and Community and Wellbeing Assistant Directors or Head of Service to hold pre-consultation meeting with Mental Health service staff.
- Launch of consultation: line managers to meet with all those potentially affected.
- Collective consultation: the Adult Social Care and Community and Wellbeing Assistant Director and Head of service to offer meeting with trade union representatives
- Collective consultation: Circulation of the consultation document to the team members.
- Individual consultation: managers to meet with individuals directly affected.

### 6.2. Responding to consultation

Comments, ideas to improve the proposals and alternative proposals are welcomed from across the Mental Health service. There are a number of ways to put these forward or to ask questions.

<b>Structured survey</b>	A web link to an online survey will be circulated with this document. The survey can be completed anonymously if desired and includes free text fields that allow for open comments and suggestions.
<b>Email</b>	Comments and suggestions can be emailed to <a href="mailto:comms.adults@barnet.gov.uk">comms.adults@barnet.gov.uk</a> .
<b>Drop-in sessions</b>	There will be open drop-in sessions on a regular basis throughout the consultation period where staff can discuss the proposals with senior managers. The dates of these will be circulated with this document.
<b>One-to-one meetings</b>	Staff can discuss their thoughts on the proposals with their line manager, or a meeting with a member of the Senior Management Team can be arranged.

### 6.3. Feeding back

At the start of each week, a Frequently Asked Questions page will be updated on the intranet.

Staff briefings will feedback on response themes throughout the consultation.

At the closure of consultation there will be a written consultation report and briefings to staff.

#### **6.4. Areas for consultation**

The key areas for consultation are:

- Structural proposals: what are the views of those being consulted about the proposed structures, alignment of responsibilities, functions and approach to meeting the financial restraints of the council?
- Roles: what are the views of those being consulted about the proposed new roles?
- Redundancies: how else can the council mitigate any potential redundancies resulting from this proposal?
- The restructure of services to reflect the enablement model

#### **6.5. Additional support**

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

- **The council's Employee Assistance Programme:** Access to free 24 hour telephone counselling and information services at any time of the day or night:  
Tel: 0800 716 017; Textphone: 0845 600 5499; Online: [www.employeecare.com](http://www.employeecare.com).
- **HR advice:** Where required the Employee relations team can provide some on site advice, via Stephen Cranfield ([stephen.cranfield@barnet.gov.uk](mailto:stephen.cranfield@barnet.gov.uk)).
- **Trade unions:** you can also forward your views on the consultation to your trade unions for feedback.

## **7     SELECTION FOR ROLES**

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

### **7.1    Managing Organisational Change**

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

### **7.2    Ring-fencing and assimilation**

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

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

## 8 SELECTION FOR REDUNDANCY

### 8.1 Redeployment and redundancy

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

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

## APPENDICES

A – EXISTING STRUCTURE

B – PROPOSED STRUCTURE

C – PUBLIC EQUALITIES IMPACT ASSESSMENT

D – EMPLOYEE EQUALITIES IMPACT ASSESSMENT

E – REDUNDANCY SELECTION CRITERIA

F – ASSIMILATION / ROLE PREFERENCE EXERCISE

Draft role profiles for those roles significantly impacted by these proposals are available on the consultation page of the [Intranet](#).

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# Adults and Communities Mental Health Services

## Final Proposals Following Staff Consultation

**November 2016**

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## **1. EXECUTIVE SUMMARY**

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Adults and Communities have worked in partnership with Barnet Clinical Commissioning Group (CCG), the Barnet Enfield and Haringey Mental Health Trust (BEHMHT), service users and the voluntary sector to develop a strengths-based, more person centred service for residents of Barnet who are experiencing mental health issues.

This comes at a time of increased local and national awareness of mental health services. In Barnet there have been a number of developments such as primary care Link Workers, the development of the Wellbeing Hub led by the voluntary sector, the review by the Mental Health Trust and the expansion of the already existing enablement service. Stronger links have been made with key partners including Family Services, Housing, Carers groups and Drug and Alcohol services.

The engagement with key stakeholders and staff prior to the formal consultation has been robust. This has ensured a strong shared understanding of the proposal and how this fits with the wider picture of mental health services in Barnet. All key stakeholders are in agreement that mental health services need to provide the right support for people at the right time and this is achieved through strong partnership working.

This report sets out the detailed findings from the staff consultation on the restructure of the Adults and Communities Mental Health Services in Barnet and the final proposals being made. This report will be considered by the General Functions Committee on 6 December 2016.

The management team have considered and listened to all of the feedback raised throughout the consultation and as a result have made some changes to the original proposal.

Some of the key changes made include reviewing the role titles for practitioners with a supervisory function and those with an Approved Mental Health Practitioner (AMHP) qualification, increasing the number of managers and reducing the number of posts deleted which have been vacant for the last year.

Overall staff feedback to the consultation showed strong support for the Barnet Enablement Pathway (BEP) and the changes proposed for the Adults and Communities Mental Health Services.

## **2. BACKGROUND**

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### **2.1. Why the change**

The Barnet Enablement Pathway (as approved in the [Full Business Case](#)) has been developed to provide a focus on meeting social care needs as well as providing an integrated service with key partners. The overarching aim of the pathway is to deliver the right support at the right time, supporting the choices, goals and needs of the service user. As a result, this increases resilience and self-management of people and their families with the aim of reducing and preventing the need for more intensive social care services.

The new model will enable staff to work in a strengths-based way, concentrating on supporting people with social needs which may be impacting on their mental wellbeing. Research shows that people with a mental health issue are at a higher risk of unemployment, homelessness and breakdown of family relationships. Concentrating resources at the front end of people's mental health journey will help to support and prevent some of these risks.

The [Joint Strategic Needs Assessment \(JSNA\) 2015](#) for Barnet noted that mental disorders are responsible for the largest burden of disease in England at 23% of the total burden. Within Barnet, the most significant element of the CCG's mental health expenditure is in secondary mental health (i.e. hospital/residential settings). The number of people with Mental Health needs in Barnet is expected to continue to increase, especially in the older age patient group.

The formal consultation built on the engagement to date as well as existing good practice within Barnet and the strong partnerships which have been developed. The change has been driven by the need to modernise social care practice following feedback from people with lived experience.

The initial proposals outlined that across the country, Adult Social Care is under growing pressure due to the financial challenge. The amount of money available for councils to spend has reduced and will continue to reduce over the coming years. There is also growing demand for Adult Social Care services as well as an increase in the number of people experiencing mental health difficulties. These factors have led to Adults and Communities needing to challenge their working practice, with a view to shifting to a new operating model with a focus on prevention, enablement and rehabilitation.

The consultation set out the Council's proposals to address these challenges through:

- Delivering a new Adults and Communities Mental Health model in Barnet that will help people to stay well, recover quickly from illness or injury, and draw upon the support that their family, friends and the local community can give them.
- Working in a strengths-based way by offering Enablement at the start of the referral process. The model will ensure that people receive the right support at the right time to ensure the chance for successful rehabilitation and recovery.
- Structuring the Adults and Communities Mental Health teams in a way that supports this new approach to delivering services.
- Embedding strong partnership working with key stakeholders.

### **3. CONSULTATION APPROACH AND METHODOLOGY**

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#### **3.1. History of Engagement**

The Council has already undertaken engagement work to inform the development of a Full Business Case and resulting Delivery Model. This included meetings and workshops held with a range of stakeholders, including service users and carers, Adults and Communities Delivery Unit staff and local voluntary and community sector groups. The key dates and activities are summarised as follows:

- April 2014: College of Social Work paper “The Role of the Social Worker in Adult Mental Health Services” released.
- July 2014: Staff engagement workshop held to discuss the paper and look at how to improve the Barnet Mental Health Social Model.
- October 2014: Paper released by Barnet Joint Commissioning Unit on “Mental Health Services in Barnet”
- October 2014: Staff engagement event to discuss paper and the opportunities to further improve the Barnet Mental Health Social Model
- December 2014: Proposals further developed in a paper released by Capita entitled “Support with the co-design of delivery of services with Adult Social Services”. This included Social Care commitment to be involved in the Clinical Commissioning Group (CCG) Reimagining Mental Health Programme.
- December 2014 – March 2015: Engagement activity continued with staff, service users and carers to develop a Full Business Case on the new Barnet Enablement pathway Model. Joint trailblazers and action learning sets were carried out with staff.
- 2015: Monthly social care practice forums for Social Workers in Mental Health established.
- Engagement with Unison throughout the process.
- September 2015: Full business Case for the Barnet Enablement pathway Model developed. This included a review on enablement models in other local authorities that have been successful.
- 2015 – 2016: Regular updates on the development of the plan

The full set of reports considered by the Adults and Safeguarding Committee can be accessed at this link:

<http://barnet.moderngov.co.uk/documents/s25760/Mental%20Health%20Community%20Model%20Barnet%20Enablement%20Pathway%20Business%20Case.pdf>

#### **3.2. Consultation Methodology**

The full consultation pack provided background information about the rationale for developing strengths-based service that provides the right support at the right time for individuals; how we work together with key stakeholders and how we would engage with staff. It also provided background information on the financial challenges the council faces, as well as the changing demands on services.

Statutory Bodies and key stakeholders such as the Barnet Enfield and Haringey Mental Health Trust (BEHMHT) and Barnet CCG were contacted directly and informed of the consultation.

### **3.3. Consultation Engagement Activity**

The original consultation period was set to run from 15 August 2016 to 28 September 2016. However as part of the ongoing engagement and feedback from staff and the Trade Unions, a decision was made by the Senior Management Team (SMT) to extend the consultation period by a further 15 days.

Adults and Communities Mental Health staff were encouraged to respond to the consultation by using the following methods:

#### **3.3.1. 15 August 2016 – 13 October 2016: 60 day consultation period**

The consultation pack was uploaded to the Adults and Communities intranet page. An email was sent to all staff affected by the proposals with the pack and relevant links. For those on leave a hard copy was posted to their home address.

#### **3.3.2. 15 August 2016 – 13 October 2016: [Online questionnaire live](#)**

An online questionnaire was developed to allow an anonymous means for staff to provide comments on the proposals. The questionnaire was designed with key questions around the proposals for change and offered options for free text feedback. Throughout the questionnaire, and where applicable, hyperlinks were provided to the relevant sections of the consultation document. Results of the survey are analysed in further detail in section 5 of this document.

#### **3.3.3. 15 August 2016 – 13 October 2016: One to one meetings offered**

Throughout the consultation period, all staff covered under the proposals were given the opportunity to request one to one meetings with either their line manager or a member of the Senior Management Team with the support of HR.

#### **3.3.4. 17 August 2016: Staff briefing**

Mathew Kendall, Adults and Communities Director and Karen Morrell, Head of Mental Health, held a staff briefing session to support the launch of the formal staff consultation. This session included a brief summary of the history of engagement to date, a summary of changes and the proposed team structures. Time was also allowed throughout for questions from staff. The questions and answers from this session formed the first set of FAQs, which are reviewed in detail in section 5 of this document.

#### **3.3.5. 22 August 2016 – 10 October 2016: Weekly FAQs published**

As part of the ongoing engagement activity questions that arose throughout the consultation period were published with responses from the Senior Management Team. The FAQs were published every Monday (where question and answers were available) on the intranet page and emailed to all staff.

### **3.3.6. 25 August 2016 – 4 October 2016 - Weekly drop-in sessions**

Weekly open drop-in sessions were arranged to allow staff to attend and meet face to face with the Head of Mental Health and the management team to discuss the proposals and any feedback they have. These were spread across three locations: The Network, Dennis Scott Unit and the Spring Well Centre. An additional drop-in session was held at Barnet House following the extension of the consultation period. Questions and answers from these sessions formed part of the FAQs.

## **3.4. Consultation Response Activity**

### **3.4.1. 28 November 2016: Final proposals**

The final proposals, as outlined in this document, are to be published on the staff intranet page and emailed to all staff involved. A staff briefing is proposed for 28 November 2016.

### **3.4.2. 6 December 2016: General Functions Committee review**

This paper is being presented at the December GFC meeting for approval to implement the proposals.

### **3.4.3. Implementation**

Barnet Council continue to work in partnership with Barnet CCG, BEHMHT and the voluntary sector to implement the changes, ensuring a safe transfer of case work and services.

The initial dates to implement the proposals (depending on the changes within other organisations) are:

- December 2016: Finalise implementation and staff development plan.
- End of January 2017: Commence transition of staff from the current structure to the proposed structure, in partnership with the Mental Health Trust.
- End of February 2017: Commence transition of cases to appropriate teams in the new structure, in Partnership with the Mental Health Trust.
- February - March 2017: Embed new joint pathways with partner agencies and voluntary sector.

## **4. CONSULTATION FEEDBACK**

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There was good engagement from staff and key stakeholders throughout the consultation.

The key areas requiring feedback were:

- Embedding the Barnet Enablement Pathway to deliver ASC MH services as efficiently and effectively as possible.
- Repatriating Adults and Communities staff back into the Council and establish the identity of social care mental health services.
- Streamlining management, getting the right skill mix and providing opportunities for growth and development.
- Changes to role titles and locations.
- Minimising redundancies whilst delivering efficiencies in staffing and minimising the impact on service delivery.
- Strengthening the social work model of Mental Health and continuing joint working with Health colleagues.

### **4.1. Respondents**

#### **4.2.1. Practitioners and staff**

Feedback from this group was submitted in many forms including:

- Completion of the online questionnaire
- Attending the drop-in sessions
- Emails to the dedicated inbox or their managers
- Face to face engagement either in team meetings, one to one meetings or the Social Care practice Forum

#### **4.2.2. Managers**

This group of people mainly fed back to members of the SMT through:

- Face to face meetings
- Direct emails
- Attending open drop-in sessions

#### **4.2.3. Trade Union – Unison**

The trade unions were engaged from the very beginning of the process and offered the opportunity to feedback via the staff consultation. Feedback from this group was submitted in:

- Face to face meetings
- Direct emails and a paper outlining the union and members views. The response to the paper is included in section 6 of this paper.

## **5. KEY FINDINGS**

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This section details the formal feedback received via the various methods available to staff and key stakeholders.

### **5.1. Breakdown of respondents**

A total of 58 formal staff responses were received. These are broken down as:

- 7 online questionnaires completed
- 2 emails to the dedicated inbox
- 10 direct emails to the SMT and/ or project team
- 12 attendees in total across 8 open drop-in sessions
- 17 attendees at the staff briefing session

There was also 1 response from the trade union Unison.

### **5.2. Online questionnaire responses**

The responses from the 7 online questionnaires are set out in the following section

All open-ended responses have been grouped into themes, so that they can be summarised.

#### **5.3.1. Proposals to delete and create posts**

Of the 7 respondents, 3 agreed or strongly agreed with the proposals, 2 disagreed with the proposals and 2 neither agreed nor disagreed.

With regards to any other comments, the main themes were around:

- The shift from qualified to unqualified staff may result in a loss of expertise
- An increased number of referrals may increase prevention opportunities but also increase workloads.
- An increase in supervisory responsibility

#### **5.3.2. Skills Mix**

Of the 7 respondents, 2 strongly agreed with the proposals, 3 strongly disagreed with the proposals and 2 did not respond to this question.

With regards to any other comments, the main themes were around:

- Social Workers supervising Assessment and Enablement Officers
- Career progression opportunities for Assessment and Enablement Officers
- The reduction of staffing within the service

### **5.3.3. Alternative Proposals**

Of the 7 respondents, 3 provided feedback and 4 did not respond to this question.

With regards to comments provided, the main themes were around:

- Developing links with Primary Care, Housing and Children and Families.
- Freeing social care staff from health performance targets.

There was no feedback or comments with alternative proposals to those outlined in the consultation.

### **5.3.4. Any other comments**

Of the 7 respondents, 4 provided feedback and 3 did not respond to this question.

With regards to comments provided, the main themes were around:

- Needing more clarity on roles
- Needing more detail around the six week enablement offer
- Needing more detail around the case transfer process
- Alternative names for the enablement service to avoid confusion
- The restructure supports the pathway and skills mix to deliver prevention.

## **5.3. Email feedback**

There were a number of staff that preferred to feedback via email, either to the dedicated inbox or directly to the Senior Management Team. The main themes arising from the feedback were around:

- Clarity on the requirements for the role of Lead Practitioner as there was confusion over the supervision route and/or the AMHP route.
- Added supervision responsibility for social workers.
- Replacing qualified posts with unqualified staff.
- Where staff would be located.
- Who would provide supervision.
- Concerns that the local enablement service would be disproportionately weighted to Social Work, to the detriment of other disciplines.
- Services would lose the multi-disciplinary working element of supporting individuals.

#### **5.4. FAQs**

There were a number of staff that preferred to feedback through the staff briefing session and the open drop-in sessions. The main themes arising from the feedback were published in FAQs and centred around:

- A move towards more AEOs would reduce the opportunities for AMHPs
- Loss of knowledge and skills if posts are deleted
- Investment in IT and equipment
- The routes into becoming a Lead Practitioner are confusing
- Admin capacity not sufficient
- The proposals are heavily social work focused which will impact the skills mix in teams
- Where staff will be based
- Increased supervisory responsibility

#### **5.5. Trade Union Response**

The trade union Unison provided a detailed response to the proposals on 12 October 2016. The main themes arising from the feedback were:

- Concerns relating to the decrease in qualified roles and increase in unqualified roles and the practice implications and risks of these.
- A positive response to the cessation of secondment to the BEHMHT and a greater focus on the social care elements rather than the health elements of care.
- A view that there should be greater investment in experienced professional staff.
- The pressures around added supervisory responsibility for staff and the need for training in supervisory responsibilities.
- A reduction in staff for the highest populated borough and the impact it will have on the health and wellbeing of social workers.
- Needing further clarity on responsibilities around the ‘care co-ordination’ role.

The Trade Union response made the following recommendations:

1. Reverse the proposed deletion of social work posts.
2. Reverse the proposed deletion of Principal Practitioner Post.
3. Enter into urgent negotiations with Trade Unions to address the recruitment and retention crisis for Approved Mental Health Practitioners (AMHP)
4. Any decision to restructure mental health services must be submitted to General Functions Committee.

## **6. SUMMARY OF KEY THEMES AND UPDATED PROPOSALS**

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Having analysed the feedback from all staff and their representatives, it is apparent that there are a few reoccurring themes. The Council has undertaken a full review of this feedback and is making the following final proposals for the Barnet Enablement Pathway and Mental Health staff structure:

### **6.1. Changing the way Adults and Communities Mental Health Services are delivered: Barnet Enablement Pathway**

No changes made to initial proposals.

#### **6.1.1. Initial Proposal**

To restructure services to reflect the Barnet Enablement Pathway model. This was developed on the principles outlined by the College of Social Work, which recognised that the social care model of mental health needed to be improved and that enablement should be offered at the beginning of someone's journey in to services.

The introduction of the Care Act 2014 and the success of the enablement projects in Barnet have driven the need to develop a more cohesive, person-centred way of delivering services. This builds on strengths-based practice, clear outcomes and using community based resources to meet people's needs. The emphasis is on clear outcomes for people that assists them becoming more self-reliant and concentrates on the individual rather than a diagnosis.

#### **6.1.2. Feedback**

Feedback from the staff consultation supported the Barnet Enablement Pathway and the changes to the Adults and Communities Mental Health Services. Feedback was in agreement to having a single pathway with joint working which will support the prevention agenda and ensure a holistic approach.

Staff were also supportive of ending the secondment of Barnet Social Care staff to BEHMHT and agreed that this would help focus on Social Work principles.

#### **6.1.3. Final Proposals**

The Barnet Enablement Pathway is embedded into Adults and Communities Mental Health Services as a new model.

### **6.2. Realigning role titles**

Changes made to initial proposals

#### **6.2.1. Initial Proposals**

All Social Workers with the Approved Mental Health Practitioner (AMHP) qualification will be renamed as Lead Practitioners. The proposals also stated that all Senior Practitioner post such as Principal Practitioners will also be renamed as Lead Practitioner.

### **6.2.2. Feedback**

Feedback to the staff consultation was around the alignment of different supervisory posts in to a generic Lead Practitioner role. There was confusion over the different routes into a single role of Lead Practitioner as some would hold supervisory responsibility but other would not.

### **6.2.3. Final Proposals**

Management have listened to the comments and have reconsidered some of the proposed role titles.

Therefore, the final proposals are that all Social Workers with an AMHP qualification will be renamed as Senior Social Workers. Social Workers will be given the opportunity to train as AMHPs and their posts will be updated to Senior Social Worker in line with the Unified Reward process.

Senior Practitioners with supervisory responsibility will be renamed as Lead Practitioners as per the initial proposals. This aligns with the changes made to the rest of the delivery unit where all Lead Practitioners hold supervisory responsibility.

## **6.3. Increased supervisory responsibility**

No changes made to initial proposals

### **6.3.1. Initial Proposal**

All Social Workers will supervise up to one Assessment and Enablement Officer.

### **6.3.2. Feedback**

Feedback to the staff consultation was themed around the new supervisory responsibility for Social Workers managing Assessment and Enablement Officers. There was a worry that this will impact the role of the Social Worker and the case loads that staff hold.

### **6.3.3. Final Proposals**

The initial proposals will remain unchanged, however senior management acknowledge that if staff hold supervisory responsibility then their case loads need to reflect the additional responsibility. This will give Social Workers the opportunity to develop their supervisory skills and aligns with the changes made in other areas of the delivery unit.

## **6.4. Management support for supervisors and managers**

Changes made to initial proposals

### **6.4.1. Initial Proposals**

The management structures should be as focused and efficient as possible to maximise resource available for front-line service delivery. The table below describes the initial proposal for managers or supervisors in the proposed teams.

<b>Team</b>	<b>Number of managers/ supervisors proposed (FTE)</b>	<b>Total number of staff in team (FTE)</b>
Local Enablement Team	1.0 Enablement Manager 1.0 Team Manager 4.0 Lead Practitioner 1.0 Business Support Manager	20.0 (0.5 of the above will be based in this team but support the AMHP Service)
AMHP Service	1.0 AMHP Manager	1.0 (There are also 7.0 'As and When' staff based in this team)
Cognitive Impairment Team	3.5 Lead Practitioner	5.58
Locality Community Teams (x3)	5.0 Lead Practitioner	9.0
Intensive Enablement Team	1.0 Team Manager 2.0 Lead Practitioner	5.0

**Table 1:** Initial proposals for managers and supervisors in the proposed new Mental Health teams

### **6.4.2. Feedback**

Feedback to the staff consultation was around the limited supervisory support for managers or supervisors as all appear to be reporting directly into the Head of Service role.

#### 6.4.3. Final Proposals

Senior Management have listened to the points raised and have reconsidered the management structure. The changes are as follows:

<b>Team</b>	<b>Number of managers/ supervisors proposed (FTE) and description</b>		<b>Total number of staff in team (FTE)</b>
Local Enablement Team	2.0 Team Manager - Enablement 1.0 Business Support Manager	There will be two Team Managers in this area due to increased staffing and the anticipated rise in demand for this service. One of these posts will be responsible for managing, co-ordinating and developing the Enablement programmes and managing some additional staff. The other post will concentrate on managing some of the additional staff, ensuring the cohesiveness of the whole service and developing the outreach work into the Enablement Hubs, Localities and Wellbeing Centres. The team managers will ensure that staff work with the primary care link workers and the Wellbeing centre	20.0 (0.5 of the above will be based in this team but support the AMHP Service)
AMHP Service	1.0 AMHP Manager	The current Team Manager post will remain.	1.0 (There are also 7.0 'As and When' staff based in this team)
Cognitive Impairment Team	1.0 Team Manager	The current Principal Practitioner role will now be converted to a Team Manager post and will continue to supervise the social work staff working in this team.	5.58
Locality Community Teams (x3)	2.0 Lead Practitioner	There will be two Lead Practitioners co-located within the secondary Mental Health Locality Teams. The Lead Practitioners will supervise nine Barnet Social Care staff within the three Locality Teams.	9.0
Intensive Enablement Team	1.0 Team Manager 2.0 Lead Practitioner	There will be one Team Manager who will continue to manage social care staff within this service and will take a key role in working with services providing long term support for people.	5.0

**Table 2:** Final proposals for managers and supervisors in the proposed new Mental Health teams

## **6.5. Skills mix of Social Workers and Assessment and Enablement Officers**

No changes made to initial proposals

### **6.5.1. Initial Proposals**

Each team should have the right skill mix to deliver the required work. This needs to be informed by examples of good practice from previous internal changes (such as the restructure of the rest of the Adults and Communities delivery unit earlier in 2016) and from other local authorities.

### **6.5.2. Feedback**

Feedback to the staff consultation was around the proposed shift in skills mix from Social Workers to Assessment and Enablement Officers (AEO). Concerns have been raised around losing the experience and skills of qualified professionals as well as increasing the work load on those remaining.

### **6.5.3. Final Proposals**

There is good evidence within both Mental Health and Older People and Physical Disabilities (OPPD) that Assessment and Enablement Officers have demonstrated appropriate skills, knowledge and drive to contribute to a service which can support the individuals. For example, the Network has practitioners in the role of Assessment and Enablement Officers and Community Access Workers. Other areas of the country have developed the model of using practitioners with lived experience to develop services. One service in North Wales employs Peer Support Workers with lived experience that makes up the majority of their staff.

Within the OPPD teams the shift in balance that was created through the restructure of 2016 has created opportunities for staff experienced in areas of public sector work other than social care, to come into the department. There have been successful transfers from the police, teaching and legal professions into AEO roles. This has added a breadth of experience and different range of skills to across the workforce to compliment the high number of trained professional Social Workers.

Furthermore, the New Operating Model that the Delivery Unit is progressing towards has a prime focus on prevention, reablement and connecting people back into their communities. Staff in an AEO role have proven to successfully work in this way, supporting the qualified social work professionals to focus on more complex care, safeguarding and casework that requires their professional knowledge and skills to ensure resolution.

Nationally there is a shortage of high quality, experienced and professional Social Workers. Barnet have taken the approach that they wish to ‘grow their own’ workforce and in 2016/17 Social Work training has been offered to two of our current AEO workers. Barnet is also a trailblazer with regard to the national ‘Think Ahead’ programme and has taken on four graduates with a view to them forging a career in the Mental Health service.

Although the service has considered carefully the impact of a change in skills mix, evidence demonstrates that these changes can be successfully delivered within the new enablement approach, based both on external evidence, and the excellent work being currently carried out in the service by AEOs. Therefore the proposals to realign the skills mix remain unchanged.

Due to the specific challenges of providing social care support to individuals with mental health difficulties, the transition in the workforce from Social Worker posts to Assessment and Enablement Officer posts has only taken place with vacant posts and on a lesser scale than that carried out in OPPD.

The proposal to convert one Community Access Worker post into a Peer Support Access Worker post remains unchanged.

## **6.6. Reduction in posts**

Changes made to initial proposals

### **6.6.1. Initial Proposals**

Keeping the number of redundancies as low as possible is very important. Many of the proposed deleted posts are vacant and have not been covered by agency staff. Where staff are placed at risk of redundancy we will work closely with Human Resources to ensure that opportunities for redeployment are maximised, both within the delivery unit and council wide. The following table outlines the initial proposals:

<b>Role</b>	<b>FTE</b>	<b>Action</b>	<b>Role</b>	<b>FTE</b>
Team Manager	1.00 (vacant)	Delete	None	0.00
Principal Practitioner AMHP	1.00 (vacant)	Delete	None	0.00
Principal Practitioner	1.00 (vacant)	Delete	None	0.00
Social Worker Senior Practitioner	1.00 (vacant)	Delete	None	0.00
Social Worker Senior Practitioner	1.00 (vacant)	Delete	None	0.00
Social Worker	1.00 (vacant)	Delete/ Create	Assessment and Enablement Officer	1.00
Social Worker	0.50 (vacant)	Delete/ Create	Assessment and Enablement Officer	0.50
Social Worker	1.00 (vacant)	Delete/ Create	Review Officer/ Assessment and Enablement Officer	1.00
Social Worker	1.00 (vacant)	Delete/ Create	Assessment and Enablement Officer	1.00
Psychotherapist and Safeguarding Lead	0.50	Delete	None	0.00
Training Commissioner	0.50	Delete	None	0.00
<b>Total Deleted</b>	<b>9.50</b>	<b>-</b>	<b>Total Created</b>	<b>3.50</b>

**Table 3:** Initial proposals for posts to be deleted and those to be created

### **6.6.2. Feedback**

Feedback to the staff consultation was around the deletion of Social Work posts (presently long term vacancies) in order to make the savings.

### 6.6.3. Final proposals

As part of the council wide savings plan, the services were tasked with making savings of up to 10% from the staffing budget. The only way to achieve this in the Mental Health service was to make cuts in the long-term vacant posts, thus reducing the number of people likely to be made redundant. The following table outlines the final proposals:

Role	FTE	Action	Role	FTE
Team Manager	1.00 (vacant)	Delete	None	0.00
Principal Practitioner AMHP	1.00 (vacant)	Delete	None	0.00
Principal Practitioner	1.00 (vacant)	Rename	Lead Practitioner	1.00
Social Worker Senior Practitioner	1.00 (vacant)	Delete	None	0.00
Social Worker Senior Practitioner	1.00 (vacant)	Delete	None	0.00
Social Worker	1.00 (vacant)	Delete/ Create	Assessment and Enablement Officer	1.00
Social Worker	0.50 (vacant)	Delete/ Create	Assessment and Enablement Officer	0.50
Social Worker	1.00 (vacant)	Delete/ Create	Review Officer/ Assessment and Enablement Officer	1.00
Social Worker	1.00 (vacant)	Delete/ Create	Assessment and Enablement Officer	1.00
Psychotherapist and Safeguarding Lead	0.50	Delete	None	0.00
Training Commissioner	0.50	Delete	None	0.00
<b>Total Deleted</b>	<b>9.50</b>	-	<b>Total Created</b>	<b>4.50</b>

**Table 4:** Final proposals for posts to be deleted and those to be created with changes to initial proposals

The initial proposal to delete one vacant Team Manager remains unchanged as the number of Secondary Mental Health teams is reducing down to three.

The initial proposal to delete one vacant Principal Practitioner has been changed to rename the post to Lead Practitioner in line with the rest of the delivery unit.

#### Deletion of occupied posts

The initial proposals to delete the occupied posts of: Psychotherapist and Safeguarding Lead, and Training Commissioner remain unchanged.

In respect of the Psychotherapist and Safeguarding Lead post, the Psychotherapist element of the role provides Post Traumatic Stress Disorder (PTSD) therapy. This is a Health provision and the role is not a post in which it is appropriate for Social Care to invest in going forward. The Safeguarding element of the role is covered by the Head of Safeguarding and the Safeguarding team.

Furthermore all Social Workers carry out Safeguarding duties in line with the London Multi-Agency Adult Safeguarding policies and procedures. For mental health services the Head of Service also has a key role in ensuring that Safeguarding duties are carried out by professionals within service.

There is a dedicated Workforce Development Manager in the delivery unit who is responsible for the functions covered in the Training Commissioner post and therefore a dedicated Mental Health Lead is not required.

## **6.7. Investment in staff and support mechanisms**

No changes made to initial proposals

### **6.7.1. Initial Proposals**

Ensuring that we value the skills, capabilities and talents within our workforce and provide a supportive environment where staff are encouraged to deliver and develop in their careers. As the skill mix changes, we will ensure sufficient career development opportunities are available. This will include supporting Assessment and Enablement Officers in identifying their career pathways as we increase the level of Assessment and Enablement Officer support across the service.

### **6.7.2. Feedback**

Feedback to the staff consultation asked for reassurance around the level of investment in current and future staff.

### **6.7.3. Final Proposals**

There is a robust training plan in place, which offers a range of learning opportunities across Adult and Communities of which MH staff can access. The training and development includes class room learning, eLearning, external short courses/conferences and post graduate training and are classified in the following groups:

- Generic training - 22 different courses available
- eLearning Opportunities – 2 different courses with multiple modules
- Service Specific training for mental health services – 12 different courses
- Safeguarding Adults training – 4 different courses
- Post Qualifications – 7 different options

Since 2016 staff have also had access to corporate training which covers a lot of the generic training and soft skills aspect of learning, along with an extensive eLearning portal. The social care staff in mental health services have also benefited from the strengths-based training, which has been rolled out across the whole of Adults and Communities.

Staff have continued to link in and attend national and regional conferences and the department has invested in the Think Ahead Programme to train graduates who want to specialise in Mental Health Social Work. Also, the commitment from Senior Managers to coordinate and host a monthly good practice forum has had a positive response from staff working in Adults and Communities Mental Health Services. This is now open to staff other agencies who work with Barnet mental health services.

## 7. CONCLUSION

### 7.1. Final Proposals

The final proposals for changes to the Mental Health staffing structure to be considered by the General Functions Committee are as follows:

Team	Current Post Title	Post FTE	Initial Proposed Action	Initial Proposed Post Title	Initial Proposed FTE	Final Proposed Action	Final Proposed Post Title	Final Proposed FTE
AMHP Service	AMHP Manager	1.00	None	AMHP Team Manager	1.00	None	Team Manager - AMHP	1.00
AMHP Service	Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
Barnet Assessment Service	Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Convert	Lead Practitioner	1.00
Barnet Assessment Service	Principal Practitioner AMHP	1.00	Delete	None	0.00	Delete	None	0.00
Barnet Assessment Service	Principal Lead Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Convert	Lead Practitioner	1.00
Barnet Assessment Service	Social Worker	1.00	None	Social Worker	1.00	None	Social Worker	1.00
Barnet Assessment Service	Social Worker	1.00	None	Social Worker	1.00	None	Social Worker	1.00
Cognitive Impairment Team	Principal Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Convert	Team Manager	1.00
Cognitive Impairment Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
Cognitive Impairment Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
Cognitive Impairment Team	Social Worker Senior Practitioner AMHP	0.50	Rename	Lead Practitioner	0.50	Rename	Senior Social Worker	0.50
Cognitive Impairment Team	Assessment and Enablement Officer	0.58	None	Assessment and Enablement Officer	0.58	None	Assessment and Enablement Officer	0.58
Cognitive Impairment Team	Social Worker	0.50	Delete/ Create	Assessment and Enablement Officer	0.50	Delete/ Create	Assessment and Enablement Officer	0.50
Cognitive Impairment Team	Social Worker	1.00	Delete/ Create	Review Officer/ Assessment and Enablement Officer	1.00	Delete/ Create	Review Officer/ Assessment and Enablement Officer	1.00
Community Recovery Team	Team Manager	1.00	None	Team Manager	1.00	None	Team Manager	1.00
Community Recovery Team	Social Worker	1.00	None	Social Worker	1.00	None	Social Worker	1.00
Community Recovery Team	Social Worker Senior Practitioner	1.00	Delete	None	0.00	Delete	None	0.00
Complex Needs Team	Social Worker AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
Complex Needs Team	Social Worker AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
Complex Needs Team	Social Worker	1.00	None	Social Worker	1.00	None	Social Worker	1.00
Complex Needs Team	Social Worker	1.00	Delete/ Create	Assessment and Enablement Officer	1.00	Delete/ Create	Assessment and Enablement Officer	1.00
Complex Needs Team	Psychotherapist and Safeguarding Lead	0.50	Delete	None	0.00	Delete	None	0.00
Complex Needs Team	Training Commissioner	0.50	Delete	None	0.00	Delete	None	0.00
Early Intervention Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
Early Intervention Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
East and West Recovery Team	Principal Practitioner	1.00	Delete	None	0.00	Rename	Lead Practitioner	1.00
East and West Recovery Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
East and West Recovery Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
East and West Recovery Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
East and West Recovery Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
East and West Recovery Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
East and West Recovery Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
East and West Recovery Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
East and West Recovery Team	Social Worker Senior Practitioner AMHP	1.00	Rename	Lead Practitioner	1.00	Rename	Senior Social Worker	1.00
East and West Recovery Team	Social Worker Senior Practitioner AMHP	1.00	Delete	None	0.00	Delete	None	0.00
East and West Recovery Team	Team Manager	1.00	Delete	None	0.00	Delete	None	0.00
East and West Recovery Team	Social Worker	1.00	None	Social Worker	1.00	None	Social Worker	1.00

Team	Current Post Title	Post FTE	Initial Proposed Action	Initial Proposed Post Title	Initial Proposed FTE	Final Proposed Action	Final Proposed Post Title	Final Proposed FTE
East and West Recovery Team	Social Worker	1.00	None	Social Worker	1.00	None	Social Worker	1.00
East and West Recovery Team	Social Worker	1.00	Delete/ Create	Assessment and Enablement Officer	1.00	Delete/ Create	Assessment and Enablement Officer	1.00
The Network	Community Network Manager	1.00	Rename	Enablement Manager	1.00	Rename	Team Manager - Enablement	1.00
The Network	Deputy Community Network Manager	1.00	Rename	Team Manager	1.00	Convert	Team Manager - Enablement	1.00
The Network	Business Support Manager	1.00	None	Business Support Manager	1.00	None	Business Support Manager	1.00
The Network	Business Support Assistant	1.00	Split	Business Support Assistant	1.00	Split	Business Support Assistant	1.00
The Network	Business Support Assistant	0.50	None	Business Support Assistant	0.50	None	Business Support Assistant	0.50
The Network	Business Support Assistant	0.50	None	Business Support Assistant	0.50	None	Business Support Assistant	0.50
The Network	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00
The Network	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00
The Network	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00
The Network	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00
The Network	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00
The Network	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00	None	Assessment and Enablement Officer	1.00
The Network	Community Access Worker	1.00	None	Community Access Worker	1.00	None	Community Access Worker	1.00
The Network	Community Access Worker	1.00	None	Community Access Worker	1.00	None	Community Access Worker	1.00
The Network	Community Access Worker	1.00	Rename	Peers Support Access Worker	1.00	Rename	Peers Support Access Worker	1.00
<b>Total</b>		<b>49.58</b>			<b>43.58</b>			<b>44.58</b>
<b>Net Impact</b>		-			-6.00			-5.00

**Table 5:** Final proposals for the Mental health teams in comparison to the original structure and initial proposals

## **7.2. Closing Summary**

We believe that the proposed model provides a sustainable and high quality service which meets the needs of the Barnet residents with Mental Health issues addressing the following principles

- **Delivering services to achieve outcomes as efficiently and effectively as possible:**

Where there are opportunities to achieve the same outcomes for people who use our services at a lower cost these should be taken. The opportunities afforded by new ways of working should enable reductions to the establishment without an impact on the residents of Barnet, allowing us to ensure that we are making the most of all our resources.

- **Minimising the impact on service delivery:**

The proposals should ensure that any negative impacts for residents are managed efficiently and minimised where possible.

- **Providing opportunities for growth and development:**

Ensuring that we value the skills, capabilities and talents within our workforce and provide a supportive environment where staff are encouraged to deliver and develop in their careers.

- **Streamlining management:**

The management structures should be as focused and efficient as possible to maximise resource available for front-line service delivery.

- **Getting the right skill mix:**

Each team should have the right skill mix to deliver the required work. This needs to be informed by examples of good practice from previous internal changes (such as the restructure of the rest of the Adults and Communities delivery unit earlier in 2016) and from other local authorities. As the skill mix changes, we will ensure sufficient career development opportunities are available. This will include supporting Assessment and Enablement Officers in identifying their career pathways as we increase the level of Assessment and Enablement Officer support across the service.

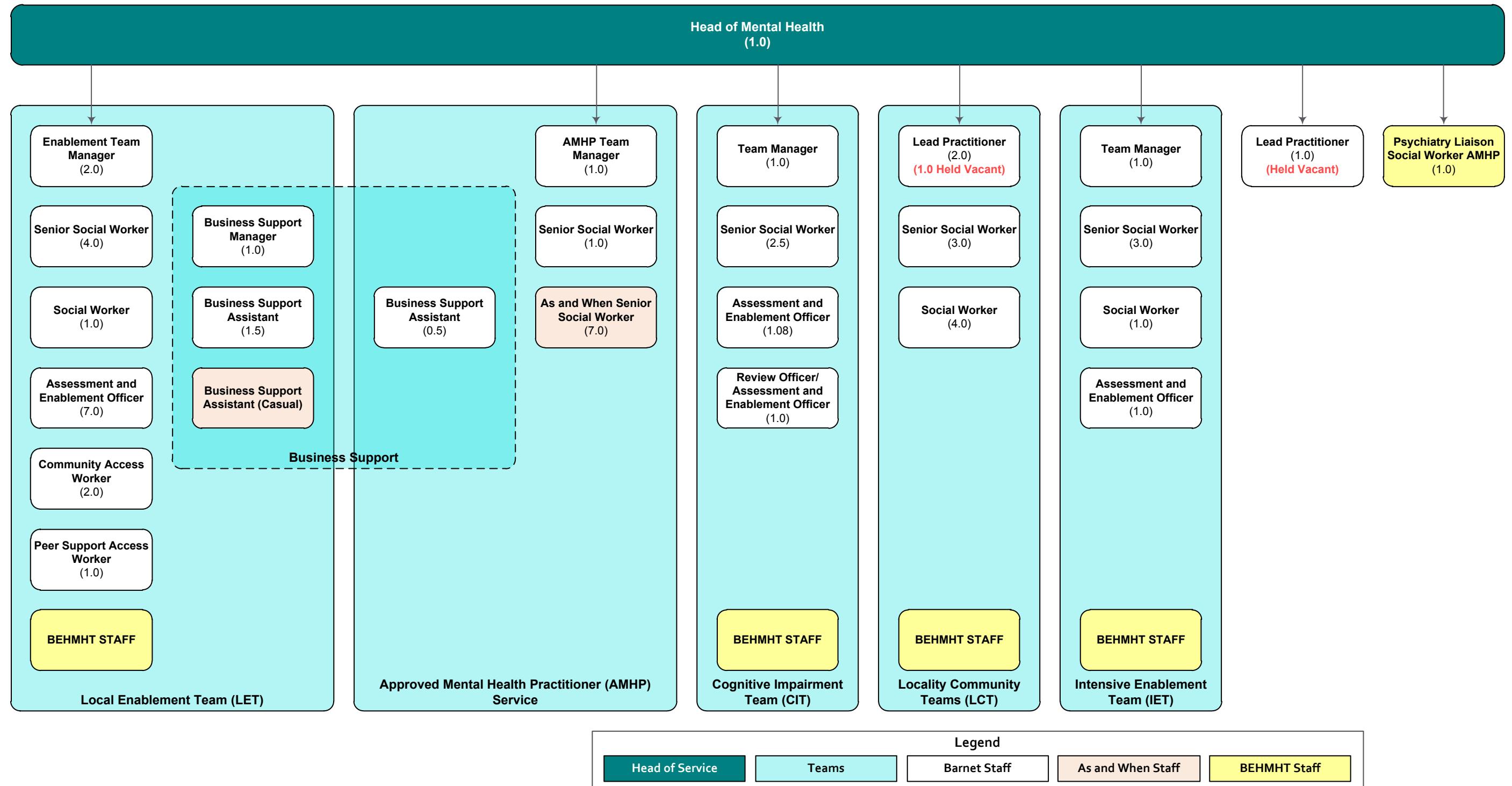
- **Minimising redundancy:**

Keeping the number of redundancies as low as possible is very important. Many of the proposed deleted posts are vacant and have not been covered by agency staff. Where staff are placed at risk of redundancy we will work closely with Human Resources to ensure that opportunities for redeployment are maximised, both within the delivery unit and council-wide.

## 7.1. Structure Diagrams

The current Mental Health Staff Structure and initial proposed structure can be found in the Consultation Paper.

### 7.1.1. Final proposed Mental Health Staff Structure



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## **Employee Equality Impact Assessment**

### **Programme Name: Restructure of Mental Health Services in Adults and Communities**

[This document remains live with information being added at each critical milestone]

<b>Project Owner</b>	<b>Karen Morrell</b>
<b>Date process started</b>	<b>July 2016</b>
<b>Date process ended</b>	<b>Implementation Ongoing</b>

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

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

## **1. Introduction**

### **1.1. Aims and objectives of the Restructure of Mental Health Services**

This assessment arises out of the proposals to restructure the way in which Mental Health services are delivered in Barnet. These proposals initially formed part of the 2016/17 efficiency proposals, but were delayed to enable further alignment and scoping of the proposals within the Adults and Communities delivery unit and with partners in the Clinical Commissioning Group (CCG). The key drivers are as follows.

- The move towards and enablement approach
- The efficiencies savings from staffing

The key changes proposed are as follows

- Strengthen the social care model of Mental Health with a stronger focus on enablement and increased strength based practice.
- The functions of the “Network” will be picked up as part of a wider Local Enablement team.
- Restructuring the Mental Health service so that the line management of social care is separate from the Barnet, Enfield and Haringey Mental Health trust (BEHMHT).

It is intended that these proposals will ensure that Mental Health services have increased resilience and ability to respond to the increasing demands of this area of work.

The majority of staff are intended to be matched to a new post in the structure and so will be assimilated in line with managing change. However, there is one post deletion for which there is no job match, and the post holder concerned will therefore be placed in a redundancy situation.

### **1.2. Description of the critical milestones**

**Milestone 1:** Opening Consultation

**Milestone 2:** Closure of Consultation and Implementation

### **1.3. Key Stakeholders**

- Adults and Communities Staff
- NHS Clinical Commissioning Group
- Trade Unions

- Adults Senior Management

## **2. Any anticipated equalities issues at each milestone and identified mitigation**

### **2.1 Milestone 1 – Opening Consultation**

The Mental Health workforce is predominantly female (68.75%), and proportionately has a higher female workforce than the council in general (59.78%). As such, the service needs to consider the impact of flexible working arrangements on these proposals, as female workers are statistically more likely to have these arrangements in place.

Measures will include:

- Ensuring that consultation documents are made available online to all staff so they can be accessed at any time
- Ensuring that where staff are unable to attend briefing sessions due to work patterns, alternative arrangements are put in place to communicate with these staff.

In addition, the age profile of the workforce in Adults Mental Health is skewed towards an older workforce with the majority of workers aged 50 or above. While no mitigation is considered relevant for this factor, the service will bear this in mind in terms of how these proposals may affect employees and their on-going career priorities.

### **2.2 Milestone 2 – Closure of Consultation and Implementation**

As part of implementing the new proposals, the service will consider the impact on part time staff, and their working arrangements, in view of the gender dynamic identified above. Where possible existing flexible working arrangements will be honoured, and the service will also be sympathetic to new flexible working requests, where these can be accommodated within service requirements.

## **3. Monitoring Summary**

### **3.1 Table 1 – Employee EqIA Profile of the Project: Critical Milestones**

**3.2** [This profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it]**Error! Not a valid link.****Evidence**

Listed below is the available data and research that will be used to determine impact on different equality groups.

A report was generated from HR Core to identify the workforce equality profile, and this is

listed in section 3.1. Not all employees within the service are directly affected by these changes, in terms of their employment position. However, the proposed changes will result in post reductions, revisions and a change in the Mental health service's delivery model, so the data collected reflects the equality profile of the whole of the Mental Health staff group (64 staff in total).

### **3.3 Evidence gaps**

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

### **3.4 Solution: Fill any evidence gaps**

It is intended that through local management knowledge and one-to-one meetings with staff, any particular issues from these groups can be supported to ensure equal treatment.

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

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

**Milestone 1 – Opening Consultation**

**Milestone 2 – Closure of Consultation and Implementation**

#### ***4.1.1 Milestone 1 – Opening Consultation***

The main outcomes of this milestone are to open the formal 45 day consultation period and initiate the consultation and engagement activities with staff.

#### ***4.1.2 Milestone – Closing Consultation and Implementation***

The main outcomes of this milestone are to close the formal consultation period and issue final proposals before implementing the new structure.

### **4.2 Actions proposed**

#### ***4.2.1 Milestone – Opening Consultation and Implementation***

The actions proposed for this milestone are to:

- Open consultation with a briefing for staff affected.
- Send copies of the formal consultation documents to the Trade Unions.
- Issue 'at risk of redundancy' letters to staff affected.
- Staff feedback through various channels throughout the consultation period.
- Staff attended one to one meetings should they wish to do so.

#### **4.2.2 Milestone 2 – Closing Consultation and Implementation**

The actions proposed are to:

- Close the formal consultation with a response.
- Prepare a DPR report highlighting the final proposals.
- Issue the statutory notice for redundancy and redeployment.
- Complete an assimilation and post preference exercise.
- Ensure the new structure is in place from December 2016.

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

EqIA Consultation:	
Group Content (by Title):	
Date Consultation Group Held:	
Comments resulting from consultation:	
Actions following consultation:	
Comments not actioned and reason:	

#### **5.1. Table 2 – Business Scrutiny**

This table summarises the briefing activities. This EqIA forms the primary briefing tool and has been shared as detailed below.

Milestone Description	Show Briefing Date	Programme Office	Trade Unions (appropriate TU for Project)	Delegated Powers Report (DPR)	General Functions Committee (GFC)	Corporate Staff Panel
<b>Milestone 1 – Open Consultation</b>	15/08/16		15/08/16			

<b>Milestone 2 – Close Consultation</b>				17/10/2016		
<b>Milestone 3 - Launch Date</b>						

## Initial Equality Analysis (EIA)

### Resident/Service User

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed:	Adults and Communities Mental Health service staffing efficiencies
Is it a new or revised function, policy, procedure or service?	Function
Department and Section:	Adults and Communities
Date assessment completed:	01/08/16
<b>2. Names and roles of people completing this assessment:</b>	
Lead officer	Alan Mordue
Other groups	
<b>3. Employee Profile of the Project</b>	<b>Will the proposal affect employees? YES/ NO</b> <b>If no please explain why.</b> <b>If yes, please seek assistance from HR to complete the employee EIA.</b>

**4. How are the following equality strands affected? Please detail the effect on each equality strand, and any mitigating action you have taken/ required. Please include any relevant data. If you do not have relevant data please explain why/ plans to capture data**

Staffing efficiencies coupled with a rebalance of the staff skills mix are proposed to deliver cost savings. The elements of the proposals are:

- Deletion of qualified Social Worker posts and replacing these with Assessment and Enablement Officers, who do not require a qualification in Social Work to carry out their duties.
- Reductions in capacity and changes in workload / responsibilities within Community and Wellbeing teams
- Management streamlining
- Reporting changes in the operational teams.

The proposals are designed to deliver staffing efficiencies without impacting on front line services and to enable cost savings in terms of salary. The increase in Assessment and Enablement Officers will enable Social Workers to focus on more complex statutory and safeguarding activities.

It is not expected that these changes will impact on service users and residents.

Equality Strand	Affected?	Explain how affected	Action taken/ planned to mitigate impact																											
1. Age	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact.</p> <p>Residential Breakdown of Age (Equalities Data Dashboard May 2016):</p> <table border="1" data-bbox="528 1291 917 1403"> <tr> <td><b>Age:</b></td> <td></td> <td></td> </tr> <tr> <td>65+</td> <td>52,352</td> <td>18.5%</td> </tr> <tr> <td>18-64</td> <td>230,378</td> <td>81.5%</td> </tr> </table> <p>Client breakdown of age (SWIFT as at 31/03/16):</p> <table border="1" data-bbox="528 1493 917 1605"> <tr> <td><b>Age:</b></td> <td></td> <td></td> </tr> <tr> <td>65+</td> <td>3,133</td> <td>62%</td> </tr> <tr> <td>18-64</td> <td>1,901</td> <td>38%</td> </tr> </table> <p>Mental Health Clients breakdown of age (SWIFT as at 31/03/16):</p> <table border="1" data-bbox="528 1718 917 1830"> <tr> <td><b>Age:</b></td> <td></td> <td></td> </tr> <tr> <td>65+</td> <td>543</td> <td>49%</td> </tr> <tr> <td>18-64</td> <td>560</td> <td>51%</td> </tr> </table>	<b>Age:</b>			65+	52,352	18.5%	18-64	230,378	81.5%	<b>Age:</b>			65+	3,133	62%	18-64	1,901	38%	<b>Age:</b>			65+	543	49%	18-64	560	51%	
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<b>2. Disability</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact.</p> <p>Barnet population predicted to have a disability (Barnet Members Dashboard 11/11/15)</p> <table border="1" data-bbox="536 316 1203 496"> <thead> <tr> <th><b>Category</b></th><th></th><th></th></tr> </thead> <tbody> <tr> <td>Physical Health</td><td>81,652</td><td>46.48%</td></tr> <tr> <td>Mental Health</td><td>62,032</td><td>35.31%</td></tr> <tr> <td>Substance Misuse</td><td>22,092</td><td>12.58%</td></tr> <tr> <td>Learning Disability</td><td>9,894</td><td>5.63%</td></tr> </tbody> </table> <p>Barnet population who are using one or more services targeted for people with disabilities during 2015/16. Each service user is assigned to the category considered most relevant, although it is possible for one person to have more than one disability. (RAP P1 report 04/04/2016)</p> <table border="1" data-bbox="536 743 1203 968"> <thead> <tr> <th><b>Category</b></th><th></th><th></th></tr> </thead> <tbody> <tr> <td>Physical Health</td><td>4,404</td><td>61.6%</td></tr> <tr> <td>Mental Health</td><td>1,675</td><td>23.42%</td></tr> <tr> <td>Learning Disability</td><td>926</td><td>12.95%</td></tr> <tr> <td>Other Vulnerable People</td><td>122</td><td>1.71%</td></tr> <tr> <td>Substance Misuse</td><td>23</td><td>0.32%</td></tr> </tbody> </table>	<b>Category</b>			Physical Health	81,652	46.48%	Mental Health	62,032	35.31%	Substance Misuse	22,092	12.58%	Learning Disability	9,894	5.63%	<b>Category</b>			Physical Health	4,404	61.6%	Mental Health	1,675	23.42%	Learning Disability	926	12.95%	Other Vulnerable People	122	1.71%	Substance Misuse	23	0.32%																
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<b>3. Gender reassignment</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact.</p>																																																	
<b>4. Pregnancy and maternity</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact.</p>																																																	
<b>5. Race / Ethnicity</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact.</p> <p>Ethnic Group - Numbers and Proportion of Total Population (Equalities Data Dashboard May 2016)</p> <table border="1" data-bbox="536 1417 1203 2093"> <thead> <tr> <th><b>Ethnicity:</b></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>White British</td> <td>162,117</td> <td>45.5%</td> </tr> <tr> <td>White Other</td> <td>57,600</td> <td>16.2%</td> </tr> <tr> <td>Asian/Asian British Indian</td> <td>27,920</td> <td>7.8%</td> </tr> <tr> <td>Any Other Ethnic Group</td> <td>12,105</td> <td>3.4%</td> </tr> <tr> <td>Black/Black British African</td> <td>19,392</td> <td>5.4%</td> </tr> <tr> <td>White Irish</td> <td>8,685</td> <td>2.4%</td> </tr> <tr> <td>Asian/Asian British Other</td> <td>22,180</td> <td>6.2%</td> </tr> <tr> <td>Black/Black British Caribbean</td> <td>4,468</td> <td>1.3%</td> </tr> <tr> <td>Black/Black British Other</td> <td>3,571</td> <td>1.0%</td> </tr> <tr> <td>Asian/Asian British Pakistani</td> <td>5,344</td> <td>1.5%</td> </tr> <tr> <td>Mixed Other</td> <td>5,078</td> <td>1.4%</td> </tr> <tr> <td>Chinese</td> <td>8,259</td> <td>2.3%</td> </tr> <tr> <td>Asian/Asian British Bangladeshi</td> <td>2,215</td> <td>0.6%</td> </tr> <tr> <td>Mixed White &amp; Asian</td> <td>5,882</td> <td>1.7%</td> </tr> <tr> <td>Mixed White &amp; Black</td> <td>3,097</td> <td>0.9%</td> </tr> </tbody> </table>	<b>Ethnicity:</b>			White British	162,117	45.5%	White Other	57,600	16.2%	Asian/Asian British Indian	27,920	7.8%	Any Other Ethnic Group	12,105	3.4%	Black/Black British African	19,392	5.4%	White Irish	8,685	2.4%	Asian/Asian British Other	22,180	6.2%	Black/Black British Caribbean	4,468	1.3%	Black/Black British Other	3,571	1.0%	Asian/Asian British Pakistani	5,344	1.5%	Mixed Other	5,078	1.4%	Chinese	8,259	2.3%	Asian/Asian British Bangladeshi	2,215	0.6%	Mixed White & Asian	5,882	1.7%	Mixed White & Black	3,097	0.9%	
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Caribbean		
Mixed White & Black African	3,112	0.9%
Arab	5,210	1.5%

Client breakdown of ethnicity (SWIFT 2015/16)

<b>Ethnicity:</b>		
White British	3,851	53.86%
White Other	1,058	14.8%
Asian/Asian British Indian	519	7.26%
Any Other Ethnic Group	408	5.71%
Black/Black British African	260	3.64%
White Irish	212	2.97%
Asian/Asian British Other	226	3.16%
Black/Black British Caribbean	157	2.2%
Black/Black British Other	93	1.3%
Refused	85	1.19%
Not Yet Obtained	21	0.29%
Asian/Asian British Pakistani	76	1.06%
Mixed Other	46	0.64%
Chinese	39	0.55%
Asian/Asian British Bangladeshi	27	0.38%
Mixed White & Asian	19	0.27%
Mixed White & Black Caribbean	14	0.20%
Mixed White & Black African	12	0.17%
Not Stated	25	0.35%

Mental Health Client breakdown of ethnicity (SWIFT 2015/16)

<b>Ethnicity:</b>		
White British	832	49.67%
White Other	194	11.58%
Asian/Asian British Indian	78	4.66%
Any Other Ethnic Group	176	10.51%
Black/Black British African	86	5.13%
White Irish	53	3.16%
Asian/Asian British Other	52	3.10%
Black/Black British Caribbean	55	3.28%
Black/Black British Other	42	2.51%
Refused	32	1.91%
Not Yet Obtained	6	0.36%
Asian/Asian British Pakistani	18	1.07%
Mixed Other	15	0.90%
Chinese	11	0.66%
Asian/Asian British Bangladeshi	7	0.42%
Mixed White & Asian	10	0.60%
Mixed White & Black Caribbean	0	0%
Mixed White & Black African	5	0.30%
Not Stated	3	0.18%

6. Religion or belief	Yes	<input type="checkbox"/>	No foreseen impact.																																																																																																																	
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Agnostic	16	0.32%																																																																																																																		
Sikh	16	0.32%																																																																																																																		
Catholic Apostolic Church	14	0.28%																																																																																																																		
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Pentecostal	6	0.12%																																																																																																																		
Anglican	5	0.10%																																																																																																																		
Z Other	5	0.10%																																																																																																																		
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Church Of Ireland	<5	<0.1%																																																																																																																		
Zoroastrian	<5	<0.1%																																																																																																																		
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		<table border="1"> <tr><td>Spiritualist</td><td>&lt;5</td><td>&lt;0.1%</td></tr> </table>	Spiritualist	<5	<0.1%							
Spiritualist	<5	<0.1%										
<b>7. Gender / sex</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact.</p> <p>Residential breakdown of Gender (Equalities Data Dashboard May 2016):</p> <table border="1"> <tr><td><b>Gender:</b></td></tr> <tr><td>Female 188,850 59.04%</td></tr> <tr><td>Male 131,038 40.96%</td></tr> </table> <p>Client breakdown of Gender (RAP P7 service users during 2015/16):</p> <table border="1"> <tr><td><b>Gender:</b></td></tr> <tr><td>Female 4,295 60.03%</td></tr> <tr><td>Male 2,855 39.97%</td></tr> </table> <p>Mental Health Client breakdown of Gender (RAP P7 service users during 2015/16):</p> <table border="1"> <tr><td><b>Gender:</b></td></tr> <tr><td>Female 898 53.63%</td></tr> <tr><td>Male 777 46.37%</td></tr> </table>	<b>Gender:</b>	Female 188,850 59.04%	Male 131,038 40.96%	<b>Gender:</b>	Female 4,295 60.03%	Male 2,855 39.97%	<b>Gender:</b>	Female 898 53.63%	Male 777 46.37%	
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Male 2,855 39.97%												
<b>Gender:</b>												
Female 898 53.63%												
Male 777 46.37%												
<b>8. Sexual orientation</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact.</p> <p>See 9. Same sex civil partnerships give an indicator of homosexual relationships.</p>										
<b>9. Marital Status</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact.</p> <p>Residential marital status breakdown (Equalities Data Dashboard 9/9/15)</p> <table border="1"> <tr><td><b>Area</b></td></tr> <tr><td>Single (never married or never registered a same-sex civil partnership) 36,679 26.99%</td></tr> <tr><td>Married 64,204 47.24%</td></tr> <tr><td>In a registered same-sex civil partnership 300 0.22%</td></tr> <tr><td>Separated (but still legally married or still legally in a same-sex civil partnership) 6,216 4.57%</td></tr> <tr><td>Divorced or formerly in a same-sex civil partnership which is now legally dissolved 15,859 11.67%</td></tr> <tr><td>Widowed or surviving partner from a same-sex civil partnership 12,658 9.31%</td></tr> </table>	<b>Area</b>	Single (never married or never registered a same-sex civil partnership) 36,679 26.99%	Married 64,204 47.24%	In a registered same-sex civil partnership 300 0.22%	Separated (but still legally married or still legally in a same-sex civil partnership) 6,216 4.57%	Divorced or formerly in a same-sex civil partnership which is now legally dissolved 15,859 11.67%	Widowed or surviving partner from a same-sex civil partnership 12,658 9.31%			
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Widowed or surviving partner from a same-sex civil partnership 12,658 9.31%												

<b>10. Other key groups?</b>	Yes	<input type="checkbox"/>	No foreseen impact.	
	No	<input checked="" type="checkbox"/>		
Carers	Yes	<input type="checkbox"/>	No foreseen impact.	
	No	<input checked="" type="checkbox"/>	Residential breakdown of carers (Equalities Data Dashboard 9/9/15)	
People with mental health issues	Yes	<input type="checkbox"/>	No foreseen impact.	
	No	<input checked="" type="checkbox"/>	See 2.	
Some families and lone parents	Yes	<input type="checkbox"/>	No foreseen impact.	
	No	<input checked="" type="checkbox"/>	Lone Parents with Dependent Children - Number and Proportion of Total Residents (Equalities Data Dashboard 9/9/15)	
People with a low income	Yes	<input type="checkbox"/>	No foreseen impact.	
	No	<input checked="" type="checkbox"/>		
Unemployed people	Yes	<input type="checkbox"/>	No foreseen impact.	
	No	<input checked="" type="checkbox"/>	Annual Population Survey (Employment Rate % (16-64)) March 2015 (Equalities Data Dashboard 9/9/15)	
Young people not in employment education or training	Yes	<input type="checkbox"/>	No foreseen impact.	
	No	<input checked="" type="checkbox"/>		

**5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes**

Data about the following is already collected and monitored on a regular basis:

- Delayed transfer of care (DTOC).
- Length of time between reviews (i.e. waiting times)
- Volumes of reviews undertaken.
- Satisfaction rates
- Assessment volumes

Any unforeseen adverse impact of this restructure would probably be reflected in an increase with these metrics, however, other factors (e.g. an increase in demand) would also result in increases. If there is any unexpected change in these metrics, it will be investigated.

**6. Initial Assessment of Overall Impact**

Positive Impact	Negative Impact or Impact Not Known <sup>1</sup>	No Impact
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**7. Scale of Impact**

Positive impact:	Negative Impact or Impact Not Known
Minimal Significant <input type="checkbox"/>	Minimal Significant <input checked="" type="checkbox"/> <input type="checkbox"/>

**8. Outcome**

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

**9. Please give a full explanation for how the initial assessment and outcome was decided.**

Modelling has been done to identify the efficiencies that can be made from staffing changes as well as through change in practice for Mental Health services. It has been identified that these gains can reduce the number of redundancies proposed whilst improving service delivery and aligning with the rest of the Adults and Communities delivery unit.

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



# **“Unsafe & Unsustainable”**

**UNISON response to  
Mental Health Restructure  
2016**

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**Barnet UNISON**

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[www.barnetunison.me.uk/wp](http://www.barnetunison.me.uk/wp)

**2016**

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**ALL-PARTY PARLIAMENTARY GROUP ON SOCIAL WORK**  
**REPORT OF THE INQUIRY INTO ADULT MENTAL HEALTH SERVICES**  
**IN ENGLAND**  
**SEPTEMBER 2016**

"At the start of this inquiry I was aware of the statistic that one in four people experience mental health difficulties each year. But, as so often with statistics, the numbers mask the reality of the daily impact on hundreds of thousands of people and their families – and on those dedicated to working with them.

As the inquiry progressed, the true scale of the crumbling mental health services in this country was exposed. Despite finding pockets of excellence in practice and encountering many, many examples of immense dedication from those working with people with mental distress, it became clear that the infrastructure, legislation and policies in place are failing those who are so desperately in need of support.

Stigma associated with mental health problems also persists and can lock people into a vicious cycle where they find it impossible to speak out and seek help. Those who do seek help all too often find the service falls short, resulting in crises and worsening mental health.

We have come a long way in the last few decades but it is clear that the prevalence of people experiencing mental health problems is rising. The old models of care are no longer fit for purpose. Shocking statistics show the number of suicides attributed to mental health problems that are too often the fatal consequence of a mental health system that has let people down. Too many deaths could and should be prevented.

The current medical model treats the person as a patient, not an individual, and is overly dependent on budget restraints and workplace targets. Our new vision of a better mental health system is one that is holistic and person centred; a system that recognises the person, not just the diagnosis; a system that offers a continual, seamless support network that stays with the sufferer for as long as they need.

In this report we have made recommendations to the Government to improve prevention, treatment and recovery for patients and to improve workforce morale, structures and integration for all professionals working in mental health. We specifically emphasise the role social work can play in holistic and preventive care and support. It is imperative our recommendations are implemented to turn that hope into reality.

I would like to thank my colleagues on the All-Party Parliamentary Group; BASW and, in particular, Madeline Jennings for her diligent work in compiling this report; but most importantly everyone who came and shared their experiences and stories with us."

Emma Lewell-Buck, Member of Parliament for South Shields and Chair of the All-Party Parliamentary Group on Social Work

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## **Recommendations:**

1. Reverse the proposed deletion of social work posts.
2. Reverse the proposed deletion of Principle Practitioner posts.
3. Enter into urgent negotiations with Trade Unions to address the recruitment & retention crisis for Approved Mental Health Practitioners (AMPH).
4. Any decision to restructure Mental Health Services must be submitted to General Functions Committee.

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## **Background:**

The population in Barnet became the most populated borough in 2015 with 393,000. This is only set to grow more and the LA have cut Approved Mental Health Practitioners (AMHP) posts rather than begin to grow AMPH numbers in line with population growth. Croydon the next largest borough have 20 Full Time Equivalent (FTE) AMHPs. Barnet currently has 12.5 FTE to cover in and out of hours and 4 'As and When's.

### **1. “One of the main proposals is to reduce the number of Social Worker posts within the Adults and Communities Mental Health service and increase the numbers of Assessment and Enablement Officer (AEO) posts.”**

Barnet UNISON is extremely concerned about the reduction of social workers and the introduction of Assessment Enablement Officers (AEO). In mental health staff are working with extremely complex and high risk individuals where you need qualified experienced and knowledgeable staff. Currently mental health social workers have significantly high caseloads (which includes the work connected to their statutory responsibilities in their AMPH role). The reduction of social workers will lead to greater pressure upon an already pressured staff group increasing the risk of more Serious Untoward Incidents (SUI) happening.

The recent '**All party parliamentary group**' identified the vital role Mental Health Social Work plays in protecting people's rights particularly when in a crisis or where a situation has deteriorated such as safeguarding, as (AMHPs) and Best Interest Assessor's (BIA).

These crucial roles are often low profile and are much lacking in workforce planning – was found evident in the inquiry. Social Workers (SW) are trained to take a strengths based approach to prevent and reduce deterioration. Another strength is that SW's treat Service Users (SU) as people and not a diagnostic category; they work systemically and holistically using a solution focused approach to practical as well as emotional, health and legal issues. SW's focus on empowerment and protecting human rights and promote social justice for individuals, families and their communities. The problem is not SW's per say it is the way in which they have been deployed that has been the problem – they have been not using the skills that they have been trained to use – in the limited roles such as care co-ordinators in health managed settings – rather than use all their skills and professional judgement to promote personalised solutions.

If SW's are really going to have an impact on changing the system SW's need more training not individuals with less training in order to offer a counterbalance to the medical model - which alone cannot tackle or erase stigma, bring about parity of esteem or support recovery for individuals or communities.

In order for co-production prevent model to mean anything it requires investment in good experienced professional staff who are able to keep the person at the heart of service design and delivery.

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**2. “All Principal Lead Practitioner and Senior Social Worker roles will be known as Lead Practitioners, in line with the rest of the Adults and Communities delivery unit. Lead Practitioners will carry on with their supervisory role of Social Workers and Assessment and Enablement Officers.”**

The supervision of staff by social workers on top of their already busy workloads is a very serious concern for SW's.

It is not just the supervisory role but also the following additional roles:

- Low budget sign off
- Supervision of all social workers
- Authorisation with inputters and brokerage
- Safeguarding lead
- Managing social care referrals
- Deputise for manager when on leave (including the AMHP manager)
- Recruitment of permanent and locum staff
- Panel document sign off
- Occupational health/sickness management.

The additional responsibility of supervising staff was not part of the original Job description and the feedback from SW's is that this is simply not manageable and if put forward will mean all Lead Practitioners will need **significantly reduced** caseloads.

**3. Do mental health social workers have sufficient capacity to absorb the deletion of 6 social work posts?**

No, it is Barnet Unison members view that this will decimate the service which already is low in numbers and morale is low. This proposal will also have a detrimental impact on the ability to train BIA's and AMHPs. The numbers of BIA's and AMHPs are already low and in a borough with the largest population in London and does not appear to be taking into account the social determinants contributing to mental health are at an all-time high. Demand is growing, including for crisis support. AMHP assessments have increased significantly and the service as it is currently configured is struggling to manage the volume.

There needs to be some careful workforce planning for the next five years that takes into account the significant growth in population in Barnet and rise of MHA assessments not a further reduction to a statutory service that has been severely cut over the past few years.

**4. Do you believe the proposed restructure with the reduction in social work posts and the added supervision of staff will mean an increase or a decrease in stress at work?**

Barnet Unison members believe the proposals will have a negative impact on the health and wellbeing of SWs. AMHPs are already struggling with stress, which has been compounded by low numbers of AMPHs who are carrying high caseloads of extremely complex cases. In the proposals it leaves only two LBB managers in Mental Health,

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who will have to supervise all of the Lead practitioners, this in our view is simply not feasible.

Barnet UNISON poses the following question

**“Can SW’s ill equipped to supervise untrained AEO’s balance the demands of their own role which is already stretched to breaking point but also support untrained and potentially inexperienced staff who may or may not have had prior experience working in MH?”**

If we turn to children’s social work and look more closely at the case of Victoria Climbié where the team culture was described as ‘conveyor belt social work’ (Iaming, 2003, p6.17) where the supervisor was not able to adequately contain the anxieties of her staff, and was described as, ‘unavailable and chaotic’. Research tells us that where supervisors or managers have ‘no space’ or have the necessary training and experience to contain the anxieties of their staff – this leads to feelings within staff of unease and lack of confidence in taking risks, high turn-over of staff, service user dissatisfaction, higher suicide rate, or worse SUI. Unless we manage the excess of anxiety that can be triggered when working at the coal face of the work, uncontained staff can become, ‘zapped of their passion and conviction’ of being able to enable and support the very people they are there to help. This will potentially lead to pressure upon managers from both the organisation and staff and have a negative impact on both!

#### **4. Do you believe the proposed restructure with the reduction in social work posts and the added supervision of staff will lead to a safer service for service users?**

As previously stated, with an ever increasing population and an increase of psycho-social problems as a result of austerity, the reduction of staff coupled with the increase in responsibilities will NOT lead to a safer service of service users, families and carers.

#### **5. Recruitment and Retention**

The London Borough of Hackney run a mirror service to the one we run. They began paying the same rate as us which is currently £80.03 per stand by shift and £150 per assessment. Hackney now pay £180 per assessment and £92 per standby payment. The reasons for increasing rate of pay was because Hackney were unable to recruit AMHPs – Barnet has advertised three times and we have not successfully recruited people to the out of hours team but have lost over the past two years 5 people. It is Barnet UNISON members view for a population of this size we need 22 AMPHs as a bare minimum to cover all the daytime shifts inclusive of annual leave and sickness.

#### **6. Secondment to Barnet Enfield Haringey Mental Health Trust (BEHMHT)**

Barnet UNISON agrees with the proposal that the secondments to the BEHMHT will cease.

#### **7. Social Care model**

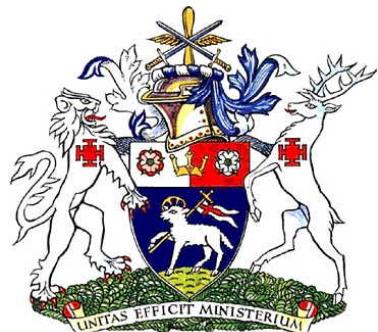
Barnet UNISON has no objections to the proposal of strengthening the social care model in mental health services. We welcome systemic way of working with individuals and working closely with health colleagues. We note there has been discussions as to

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whether SWs will still be Care Co-ordinators, this needs clarification as this is another pressure on workload.

**Conclusion:**

Mental Health Services have come under unsustainable cuts as a result of Austerity policies which has cut funding to high profile frontline public services. Barnet UNISON has made it clear in discussions with senior management that the proposed cuts to staffing who are “backbone” of the service are both **“unsafe and unsustainable”** and strongly recommend that the Council think again about their proposals.



AGENDA ITEM 11

## General Functions Committee

**6 December 2016**

<b>Title</b>	<b>Nomination of Local Authority Representatives on School Governing Bodies</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A - List of Ordinary Vacancies on School Governing Bodies
<b>Officer Contact Details</b>	Maria Lugangira, Governance <a href="mailto:maria.lugangira@barnet.gov.uk">maria.lugangira@barnet.gov.uk</a> 020 8359 2761

### Summary

The Committee is asked to nominate representatives in respect of local authority governor vacancies on the school governing bodies listed in Appendix A.

### Recommendation

- 1. That the General Functions Committee nominates representatives in respect of local authority governor vacancies on the school governing bodies listed in Appendix A.**

## **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. The General Functions Committee (or Full Council where an urgent decision is required) nominates candidates for appointment to local authority governor vacancies.

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

- 3.1 None

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The Head of Governance in the Assurance Group of the local authority will notify the governing body of the nomination made. 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, the Committee will invite the governing body to explain their reasons for refusal to the local authority via the Head of Governance.
- 4.2 General Functions Committee minutes (23 June 2015) state that where a governing body chooses to reject a candidate because they do not meet any stated eligibility criteria, it should (be invited to) explain its decision to the Head of Governance who will inform the General Functions Committee.

## **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 & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 None in the context of this report.

## **5.3 Social Value**

5.3.1 The Public Services (Social Value) Act 2013 is not directly applicable in the context of this report.

## **5.4 Legal and Constitutional References**

5.4.1 Responsibility for nominating 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:

[Section 15 London Borough of Barnet Constitution - Responsibility for Functions](#)

5.4.2 All governing bodies of maintained schools are required to be constituted under either the:

[School Governance \(Constitution\) \(England\) Regulations 2012 \(as amended\)<sup>1</sup>](#)

[School Governance \(Federations\) \(England\) Regulations 2012 \(as amended\)<sup>2</sup>](#)

4.3.3 In these Regulations “local authority governor” means a person who:

- (a) is nominated by the local authority; and
- (b) is appointed as a governor by the governing body having, in the opinion of the governing body, the skills required to contribute to the effective governance and success of the school and having met any additional eligibility criteria set by the governing body.

5.4.3 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 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 subject to conditions in the regulations.

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

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<sup>1</sup> [The School Governance \(Constitution and Federations\) \(England\) \(Amendment\) Regulations 2014](#)

<sup>2</sup> [The School Governance \(Constitution and Federations\) \(England\) \(Amendment\) Regulations 2014](#)

## **5.5 Risk Management**

5.5.1 None in the context of this report.

## **5.6 Equalities and Diversity**

The Committee is advised that 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.

5.6.1 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.

5.6.2 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.

## **5.7 Consultation and Engagement**

5.7.1 Not applicable.

## **5.8 Insight**

5.8.1 Insight data has not been used to inform the decision required.

## **6. BACKGROUND PAPERS**

6.1 The Constitution of Governing Bodies of Maintained Schools March 2015 being statutory guidance for governing bodies of maintained schools and local authorities in England published by the Department for Education:

[The Constitution of Governing Bodies of Maintained Schools Statutory Guidance.pdf](#)

The Governors' Handbook published by the Department for Education:  
[Governors' Handbook.pdf](#)

## GENERAL FUNCTIONS COMMITTEE – 6 December 2016

VACANCIES ON SCHOOL GOVERNING BODIES

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 - NW7 3ED					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Governor Support
Cllr Sury Khatri (C) Appointment expired 14 November 2015	Vacancy*				

\* Governor Support has advised that the governing body has expressed a preference for a candidate with HR and/or PR experience. The Governing Body will also consider someone with Education skills.

HASMONEAN PRIMARY – NW4 2PD					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Governor Support
Mrs Tonia Kaufman (C) resigned	Vacancy*				ADRIAN FLASHER

LIVINGSTONE SCHOOL - EN4 9BU					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Governor Support
Liz Pearson (C) Resigned 21 January 2016	Vacancy*				

\* Governor Support has advised that the governing body has expressed a preference for a candidate with Early Years' Experience and commitment.

SUNNYFIELDS SCHOOL – NW4 4JH					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Governor Support
<b>Mr Alan Maund (C)</b> Resigned October 2016	Vacancy				

ST CATHERINE'S CATHOLIC – EN5 2ED					
Current Representative & Period of Appointment	Status	Nominations			
		Labour	Conservative	Liberal Democrat	Governor Support
<b>Gordon Fisher (LD)*</b> Expiring 13 January 2017	Vacancy				

\* Governor Support has indicated that Mr Gordon Fisher wishes to be reappointed



AGENDA ITEM 12

## General Functions Committee

### 6 December 2016

<b>Title</b>	<b>Decision of a School Governing Body not to Appoint a Local Authority Representative Nominated by the Council</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	Hendon
<b>Status</b>	Public ( <i>with separate associated exempt report</i> )
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Maria Lugangira Governance <a href="mailto:maria.lugangira@barnet.gov.uk">maria.lugangira@barnet.gov.uk</a> 020 8359 2761

## Summary

The Council nominated a candidate to a vacancy on a school governing body. Following consideration of the candidate's skills and experience, the school governing body decided not to appoint the nominee. The position of a local authority governor remains vacant on that governing body. The Committee is asked to note the Governing body's decision, together with the reason for that decision.

## Recommendations

The Committee is requested to note:

1. That the governing body of a school considered the Council's nomination (made on 10 October 2016) and decided not to appoint the candidate.
2. The reason for the governing body's decision (as set out in section 1.6 of the report).
3. That the local authority governor position at that school remains vacant.

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

- 1.1 The Council can nominate any eligible person as a local authority governor, but it is for the governing body to decide whether the candidate has the skills to contribute to the effective governance and success of the school. The governing body must decide if the candidate meets any stated eligibility criteria, together with the general expectations of a school governor and appoint or reject a candidate on that basis.
- 1.2 On 23 June 2015 the General Functions Committee resolved that where a governing body chose to reject a candidate because they did not meet any stated eligibility criteria, it should explain its decision to the Head of Governance who will inform the General Functions Committee.

### **Nomination**

- 1.3 On 10 October 2016 General Functions Committee nominated a candidate to a vacancy on the governing body of a school within the borough.

### **Decision of the School Governing Body**

- 1.4 The Head of Governance (Assurance Group) received notification (16 November 2016) that the school governing body had met to consider the Council's nomination and collectively voted to not appoint the candidate as a local authority governor.

### **Reason**

- 1.5 Statutory guidance<sup>1</sup> recommends that a governing body (in filling a vacancy) should (amongst other things) conduct an interview or detailed discussion with each prospective candidate, with references (oral or written) taken as necessary and appropriate, to make an informed decision.
- 1.6 Following a skills assessment the governing body identified a requirement for a local authority governor appointment with experience of secondary school assessment and curriculum and a HR background. Additionally as the school is expanding the school further identified those skills in change management and project management would be useful.  
The School acknowledged that although the nominated candidate did have a valuable set of skills, those skills already existed amongst the Governing body.

## **2. REASONS FOR RECOMMENDATION**

- 2.1 To comply with the General Functions Committee resolution conveyed in section 1.2 of this report.

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<sup>1</sup> [Constitution of Governing Bodies of Maintained Schools](#)

### **3. POST DECISION IMPLEMENTATION**

- 3.1 Statutory guidance makes it clear that the Council needs to understand the school governing body's requirements and any skills gap identified by them. Following consideration of this requirement, the General Functions Committee has indicated that governing bodies should be encouraged to express a preference for desirable skills but urged that they should give particular consideration to a candidate's willingness and ability to learn and develop as a local authority governor.
- 3.2 The Head of Governance is working to communicate this message to school governing bodies through the appointments process.
- 3.3 The Committee is asked to note the decision of the school governing body and that a local authority governor position remains vacant.

### **4. IMPLICATIONS OF DECISION**

#### **4.1 Corporate Priorities and Performance**

- 4.1.1 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.
- 4.1.2 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.

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

- 4.2.1 None in the context of this report.

#### **4.3 Legal and Constitutional References**

- 4.3.1 Responsibility for nominating 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:

[Section 15 London Borough of Barnet Constitution - Responsibility for Functions](#)

4.3.2 All governing bodies of maintained schools are required to be constituted under either the:

[School Governance \(Constitution\) \(England\) Regulations 2012 \(as amended\)<sup>2</sup>](#)

[School Governance \(Federations\) \(England\) Regulations 2012 \(as amended\)<sup>3</sup>](#)

4.3.3 In these Regulations “local authority governor” means a person who:

- (a) is nominated by the local authority; and
- (b) is appointed as a governor by the governing body having, in the opinion of the governing body, the skills required to contribute to the effective governance and success of the school and having met any additional eligibility criteria set by the governing body.

### **Risk Management**

4.3.3 None in the context of this report.

### **4.4 Equalities and Diversity**

4.4.1 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.

4.4.2 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.

### **4.5 Consultation and Engagement**

4.5.1 Not applicable.

## **5. BACKGROUND PAPERS**

5.1 None

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<sup>2</sup> [The School Governance \(Constitution and Federations\) \(England\) \(Amendment\) Regulations 2014](#)

<sup>3</sup> [The School Governance \(Constitution and Federations\) \(England\) \(Amendment\) Regulations 2014](#)

**London Borough of Barnet  
General Functions Committee Work  
Programme**

**December 2016 – June 2017**

Contact: Governance Service 020 8359 2761 [maria.lugangira@barnet.gov.uk](mailto:maria.lugangira@barnet.gov.uk)

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>	<b>Issue Type (Non key/Key/Urgent)</b>
<b>6 December 2016</b>			
Recruitment and Retention Scheme	A report detailing the development of two schemes dealing with requests to consider salary supplements for hard-to-fill posts.	Chief Executive and Head of Paid Service / Strategic HR Director	Non Key
Recruitment of the Chief Executive and Head of Paid Service	To agree to advertise to a vacant post above Assistant Director level. To decide on (and report back to Council) a salary package over £100K per. To set the parameters for the remuneration of Chief Officers on recruitment.	Strategic HR Director	Non Key
Restructure Proposals of the Adult Social Care Mental Health Service	A report outlining the outcomes of the staff consultation to restructure the Social Care Mental Health service in order to deliver efficiencies and better services to residents as per the Barnet Mental Health Enablement Model.	Adults and Communities Director	Key
Libraries Services Transformation Programme	A report requesting the Committee to approve changes to the Library Service within the Family Services Delivery Unit	Assistant Director, Early Intervention and Prevention	Key

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Issue Type</b>
Nomination of Local Authority Representatives on School Governing Bodies	To nominate candidates to vacancies on school governing bodies.	Head of Governance	Non Key
Decision of a School Governing Body not to Appoint a Local Authority Representative Nominated by the Council	To receive a report on the decision of a school governing body to not appoint the local authority representative nominated by the committee.	Head of Governance	Non Key
16 January 2017			
Annual Review of Polling Districts and Polling Places for Elections	To receive the findings of the annual review of polling districts and polling places for use at elections.	Interim Chief Executive	Non Key
Annual Report on the Performance of Electoral Registration and Electoral Services	To receive an update on the performance of Electoral Services as recommended by the independent review of Electoral Registration and Electoral Services	Interim Assurance Director / Head of Elections	Non Key
Annual Pay Policy Statement	To receive the annual review of the Council's pay policy statement together with any amendments	Strategic HR Director	Non Key

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Issue Type</b>
Health and Safety	To receive quarterly monitoring statistics (Safety, Health and Well-being) on a twice-yearly basis).	Commissioning Lead – Health, Safety & Wellbeing	Non Key
Nomination of Local Authority Representatives on School Governing Bodies  <i>Standing Item</i>	To nominate candidates to vacancies on school governing bodies.	Head of Governance	Non Key
20 March 2017			
Indemnities for Council Representatives on Outside Bodies	A report concerning a policy on indemnities for council representatives on outside bodies.	Monitoring Officer, Assurance Director	Non Key
Nomination of Local Authority Representatives on School Governing Bodies  <i>Standing Item</i>	That the committee nominates candidates to fill the vacancies on school governing bodies.	Head of Governance	Non Key

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Issue Type</b>
<b>28 June 2017</b>			
Barnet Council's Annual Health and Safety Report	This report provides information on the Council's health and safety performance for the period 2015/16 and the priorities for the period 2016/17, to ensure continued improvement in performance	Head of Safety, Health and Wellbeing	Non Key
<b>Unassigned</b>			
Lease of Meeting Rooms at Hendon Town Hall	To review the agreements pertaining to the shared use of the meeting room facilities at Hendon Town Hall.	Director of Resources / Head of Estates	Non Key
Members' Notional Allowance	To consider the arrangements in respect of members' notional allowances.	Head of Governance	Non Key
Performance Related Pay	A report detailing the development of a performance related pay scheme for those staff assessed for two consecutive years as outstanding through the annual appraisal scheme.	Chief Executive and Head of Paid Service / Strategic HR Director	Non Key

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Issue Type</b>
Approval of premises for Weddings and Civil Partnership Registrations  <i>As and when required</i>	This report seeks approval for an application received from a premises 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 Partnership Act 2004.	Proper Officer for Registration	Non Key
Appointments to Outside Bodies  <i>As and when required</i>	To appoint representatives to outside bodies.	Head of Governance	Non Key
Information Management	To determine Member requests for non-committee information as specified in the Members' Information Management Policy.	Head of Information Management	Non Key
Hendon Town Hall Facilities  <i>As and when required</i>	Following a referral from Group leaders or the Chairman, to comment on any proposed changes incurring expenditure over £5,000 which could affect the provision of facilities for Members.	Director of Resource	Non Key

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Issue Type</b>
Health and Safety	<p>To receive quarterly monitoring statistics (Safety, Health and Well-being) on a twice-yearly basis.</p> <p>To receive an annual report on arrangements for monitoring and reviewing arrangements for managing occupational health and safety risks.</p> <p>To note the council's high level health and safety risk profile, a summary of health and safety performance and the strategic priorities for improvements over the subsequent period.</p>	Commissioning Lead – Health, Safety & Wellbeing	Non Key
School Governing Bodies Project	To receive an update on the Assurance Group project reported to the committee in November 2015.	Head of Governance	Non Key

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By virtue of paragraph(s) 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

## AGENDA ITEM 15

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