

London Borough of Barnet

Commissioning Group and other senior positions

Final Proposals for Committee Approval

October 2014

1.0 EXECUTIVE SUMMARY INFORMATION

1.1 OFFICERS

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

1.2 EXECUTIVE SUMMARY

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

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

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

1.3 CONSULTATION SUMMARY

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

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

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

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

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

A summary of the changes is set out below:

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

1.4 FINAL PROPOSED STRUCTURE AND FUNCTIONS

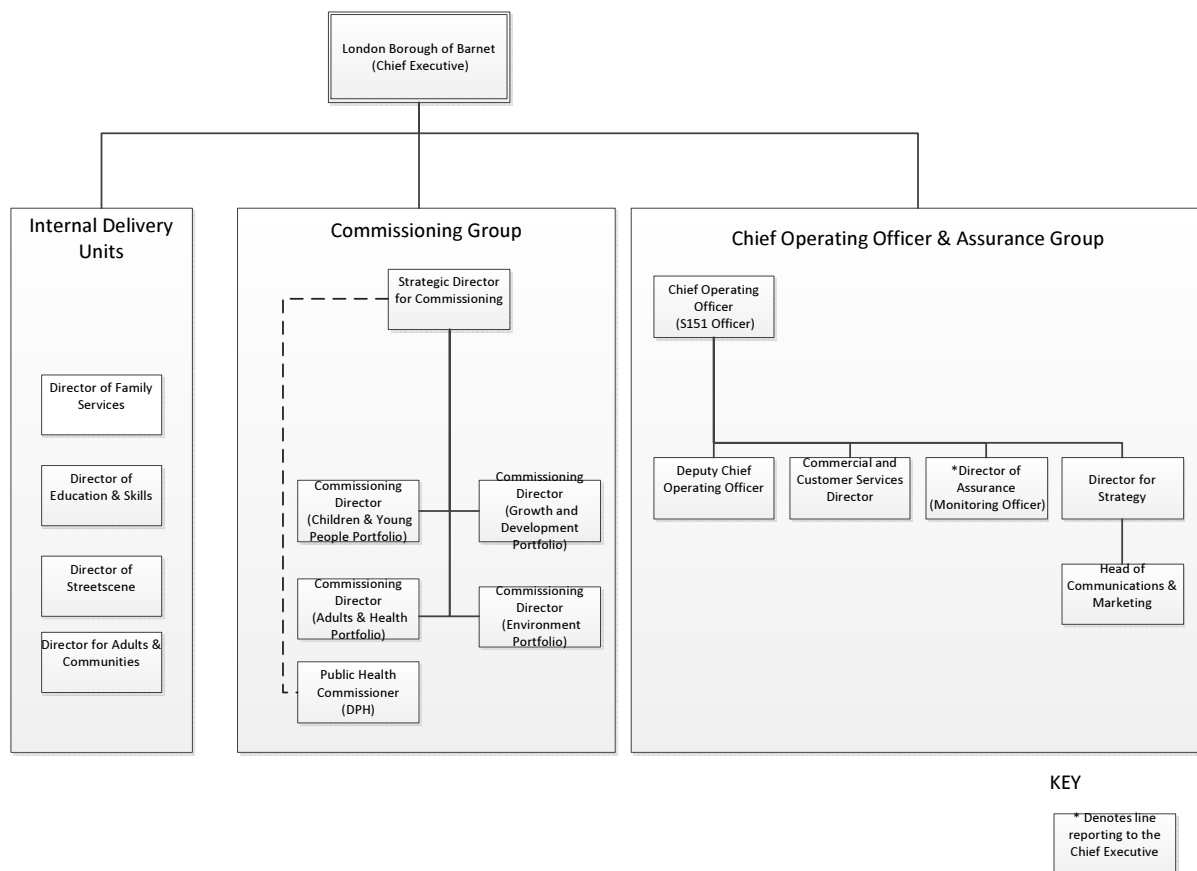
The final structure recommended to the General Functions Committee broadly follows the proposals with these changes following consultation:

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

Therefore the final portfolios are as follows:

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

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



Other considerations arising from the consultation were:

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

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

1.5 CHIEF OFFICERS AND STAUTORY OFFICERS

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

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

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

APPENDICES

October 2014

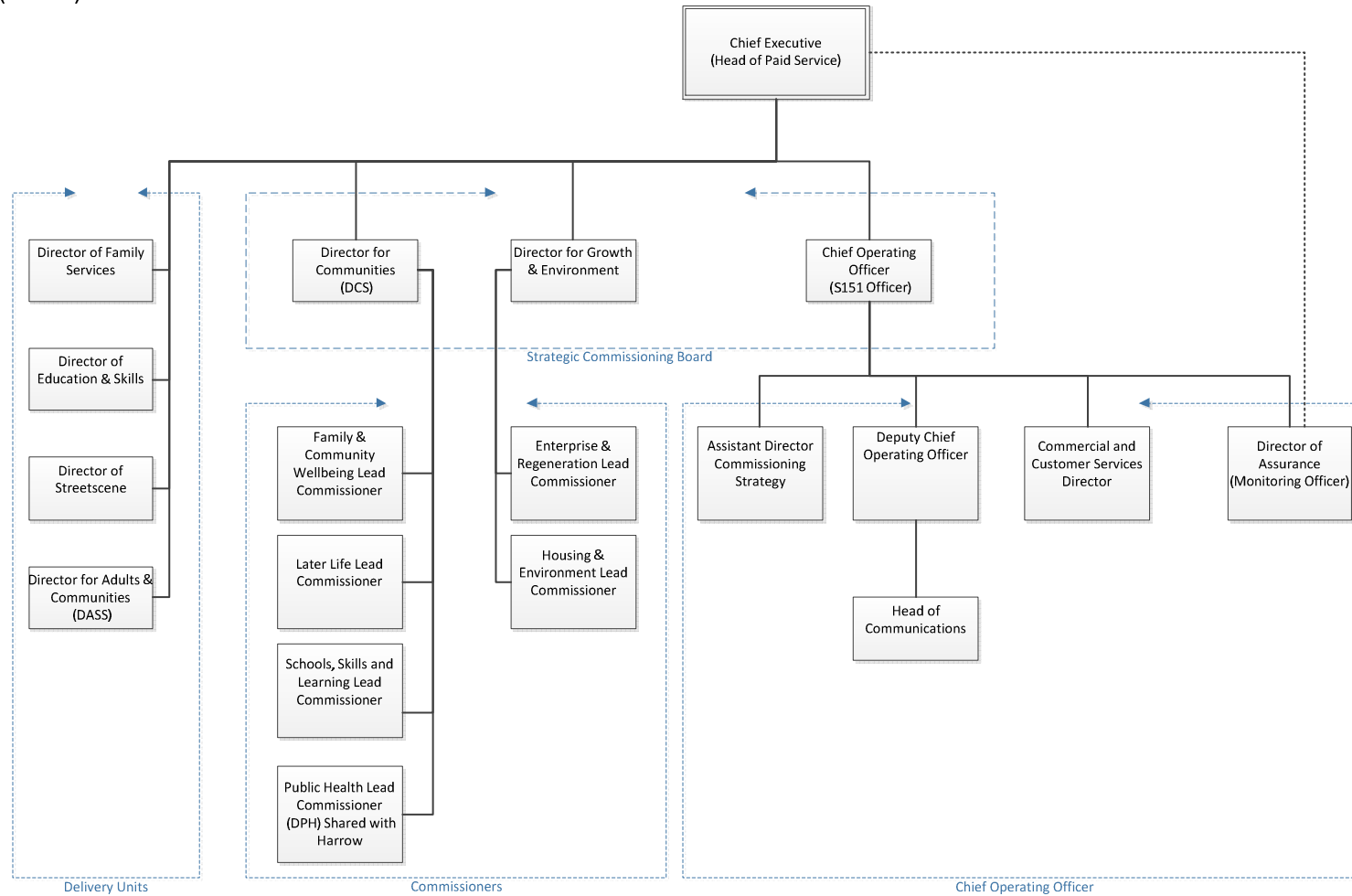
EXITING STRUCTURE – A1

FINAL STRUCTURE – A2

FINANCIAL INFORMATION – A3

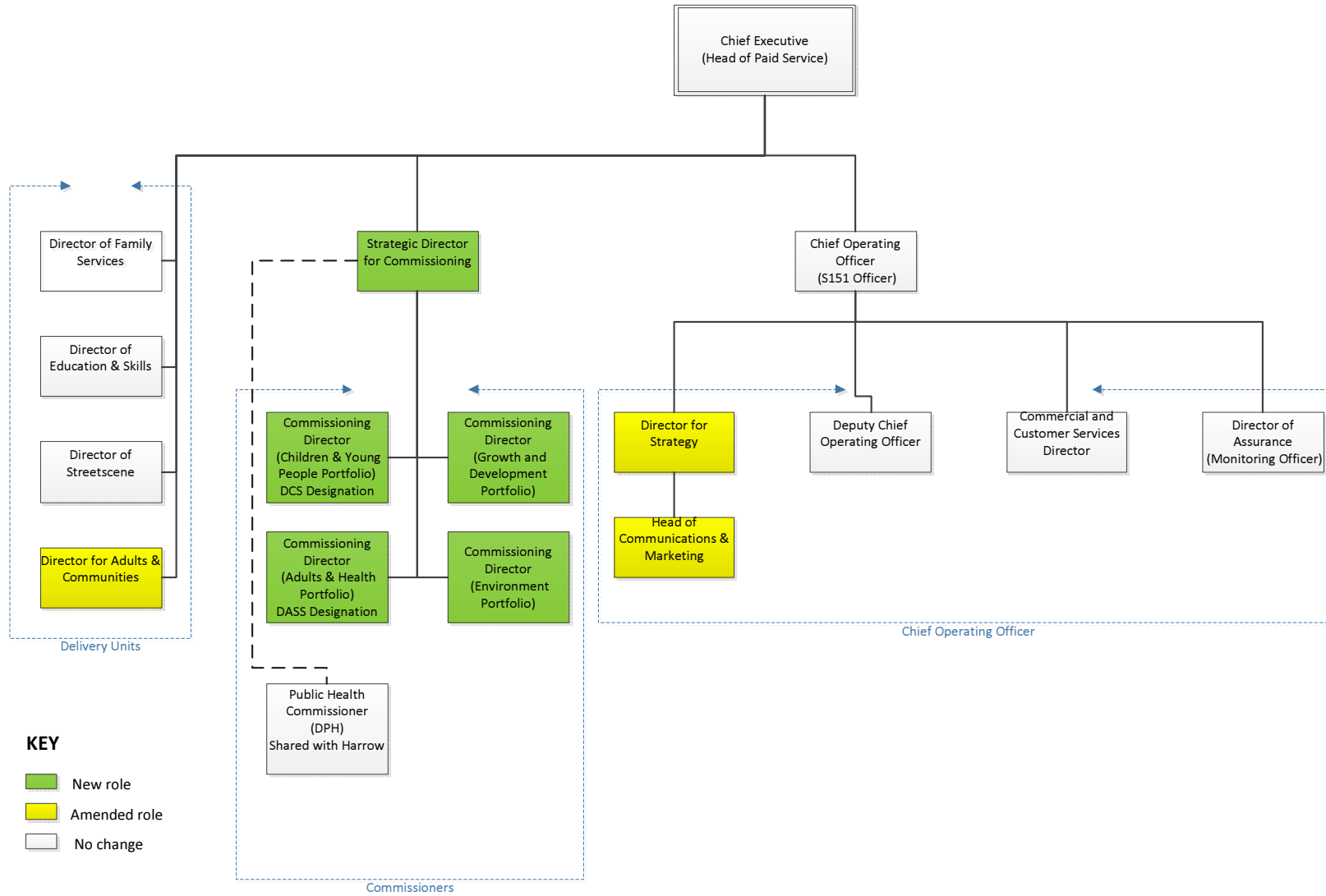
Appendix A: Existing Structure

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

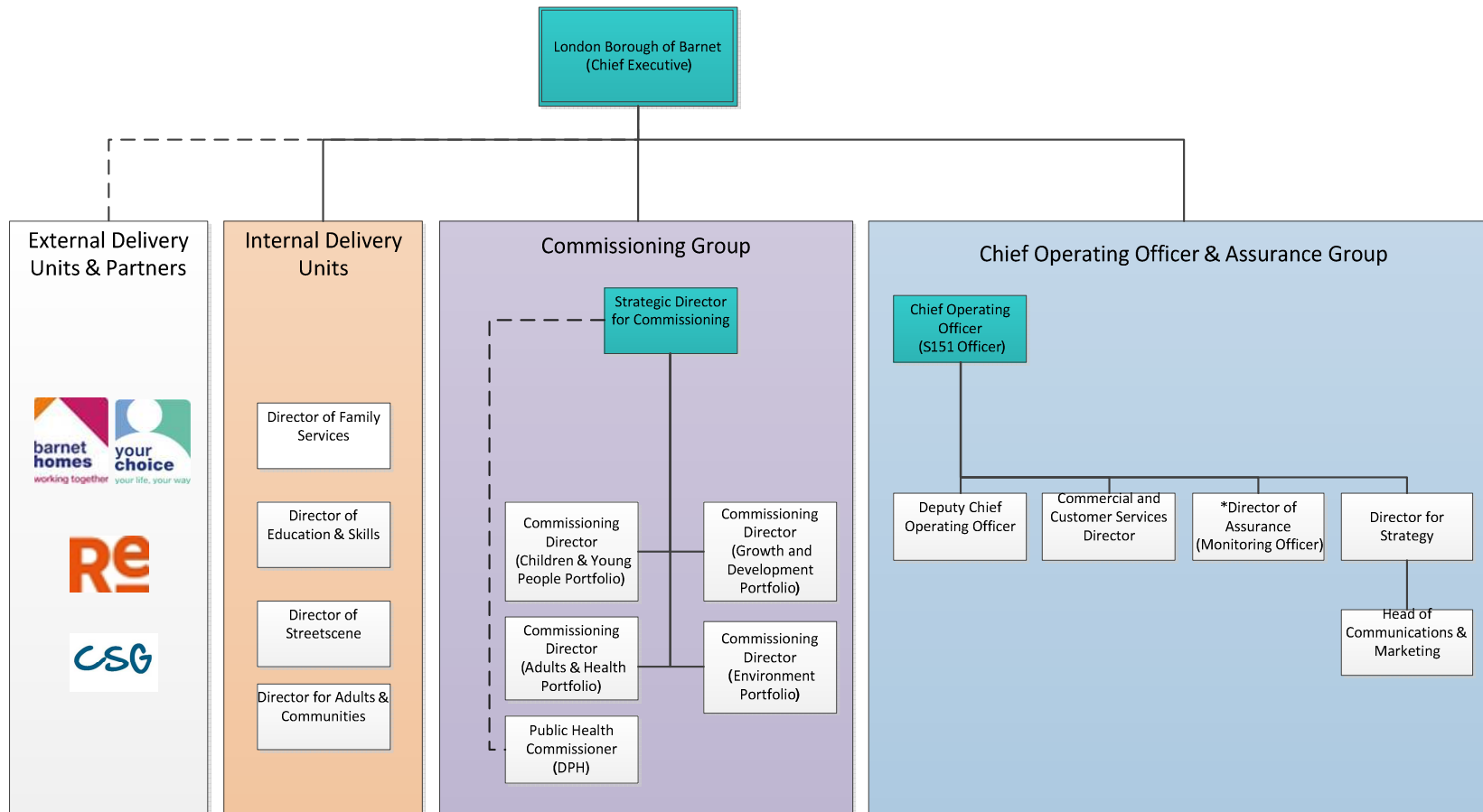


Appendix B: Proposed Future Structure

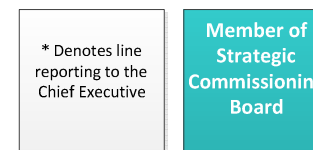
London Borough of Barnet
 Top-Level Organisational Chart
 April 2015



Appendix B: Future Functional Organisation



KEY



Appendix C1: Financial Evaluations

Current financial position of existing roles (within scope)

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

Appendix C2: Proposed financial position

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

Joint Director of Public Health

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