

	General Functions Committee 20 March 2017
Title	Senior Management Children & Family Services Restructure
Report of	Chris Munday – Commissioning Director (Children & Families)
Wards	Not Applicable
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A - Current and Proposed Structure Chart
Officer Contact Details	Chris Munday Chris.Munday@barnet.gov.uk 020 8359 7099

Summary

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

The Head of Paid Service undertook individual consultation with the Commissioning Director (Children & Families) between the 1st February 2017 and 3rd March 2017. The Commissioning Director (Children & Families) undertook individual consultation with affected Family Services staff.

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

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

Recommendation

It is recommended that the General Functions Committee AGREE:

- 1. The deletion of 6 posts from the Council's establishment, the creation of 3 posts, re-grading of 2 posts and the realignment of the senior management structure as set out in Section 6 of this report.**
- 2. Agree to implement a restructure in accordance with the 'Proposed Structure' chart at Appendix A of this report together with the relevant recruitment to vacant posts. The list of posts on the establishment at this level will be as set out on that chart. The restructure will have a phased implementation from 1st April 2017.**

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

1. WHY THIS REPORT IS NEEDED

- 1.1 The report concerns the proposed changes to the establishment of the Council. The report is presented as due to the seniority of the posts being restructured, this is a matter for the General Functions Committee to decide.

2. REASONS FOR RECOMMENDATION

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 These recommendations and the structure have been subject to consultation and amended as set out in the report, below. Consideration to continue with the existing arrangements would result in the retention of the current structure, without the benefit of the savings indicated and improvements to the intention to strengthen the commissioning functions of the Council.
- 3.2 The development of the proposal included a consultation with senior managers to explore alternative proposals.

4. POST DECISION IMPLEMENTATION

- 4.1 Should the recommendation be approved, the Constitution Ethics and Probity Committee will be asked to make the consequential changes to the constitution.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The report concerns the Children & Families functions of the Council.

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

- 5.2.1 The proposals set out within this report can be contained within the relevant existing budgets of the Council, with savings in the overall cost of senior management and associated support costs.

5.3 Social Value Not applicable

5.4 Legal and Constitutional References

- 5.4.1 This decision relates to the Children and Families senior management structure. The HR regulations in the constitution require that all new posts at Assistant Director level or above shall be created by committee decision (General Functions Committee, Policy and Resources Committee or Urgency Committee) and not by delegated powers. Separate decisions relating to individuals will be taken in accordance with the Council's scheme of delegation and HR policies, for example a decision to re-grade a post or assimilate an employee into a new post.

- 5.4.1 In accordance with Appendix A to the Responsibility for Functions sections of the Council's Constitution, the General Functions Committee has responsibility for staffing matters (i.e. salaries and conditions of service) other than those within the remit of the Chief Officer Appointment Panel. The Committee will also consider reports on restructure in line with the HR Regulations.

5.5 Risk Management

- 5.5.1 The Council's functions are essential to the continuing transformation of services and delivery. To achieve this, the Council requires the right people with the set of skills to commission effective services for our residents.

5.6 Equalities and Diversity Not applicable

5.7 Consultation and Engagement

- 5.7.1 The consultation of staff affected has been undertaken through, individual meetings with those directly affected and the opportunity for written feedback. There was high engagement from senior managers with considered points of view that have been reflected in these final proposals. Consultation will continue with affected individuals while the restructure is implemented. Legal and HR advice will be taken where appropriate to do so.

5.8 Insight Not applicable

6. DETAIL

- 6.1 This paper sets out a series of proposals which seek to enhance the delivery of effective early help and children's social care services for children and young people in Barnet. The proposals seek to enshrine the resilience based practice model established within the services and ensure that quality provision, leadership and accountability are clear within the management arrangements.
- 6.2 To enhance leadership and accountability the Commissioning Director for Children and Young People is made managerially accountable for the services to children.

The present senior management structure is deleted and replaced by an enhanced model which:

- Enhances the capacity of the senior leadership in Children's Social Care by creating two posts accountable for either early help and children in need of help and protection or corporate parenting.
 - Aligns early help provision under a single line management arrangement enhancing the efficiency and effectiveness of delivery establishing a senior Director to lead the operational and strategic delivery.
 - Enhances and embeds the need for practice development across the service with 1FTE post being provided to each Operational Director/Divisional Director with the funding being provided from savings achieved through this restructure.
 - Strengthens the Council's corporate parenting approach by establishing a senior Director to lead the operational and strategic delivery.
 - Strengthens the leadership of quality assurance and performance by establishing a senior post to drive practice assurance incorporating quality, workforce development and systems.
 - Offers a competitive salary to attract and retain the best candidates across London.
 - Creates a more cost effective arrangement.
- 6.3 To inform the recommendations to this Committee, the Head of Paid Service undertook individual consultation with the Commissioning Director (Children & Families between the 1st February 2017 and 3rd March 2017. The Commissioning Director (Children & Families) undertook individual consultation with affected Family Services staff.

Proposals

- 6.4 The proposals are summarised as follows:

Family Services

Deletion of:

- Family Services Director (1 FTE - Vacant)
- Assistant Director (Early Intervention & Prevention) (1 FTE - Vacant)
- Assistant Director (Children's Social Care) (1 FTE - Occupied)

- Head of Service (Safeguarding and Quality Assurance) (1FTE – Vacant)
- Principal Social Worker(1 – FTE Vacant)
- Head of Service (Libraries, Workforce & Community Engagement (1 FTE - Occupied)

Creation of:

- Operational Director(Early Help, Children in Need of Help and Protection)
- Operational Director(Corporate Parenting, Disability and Permanence)
- Divisional Director(Quality, Performance and Improvement)

Following external assessment by Hay Group, re-grade the Divisional Director of (Early Help, Children in Need of Help and Protection) and Divisional Director (Corporate Parenting, Disability and Permanence) to Chief Officer Band 4 £103,846 to £113,846 and the Divisional Director (Quality, Performance and Improvement) be graded Chief Officer Band 5 £85,139 - £94,599.effective from 1 April 2017. These grading reviews were carried out within the Council's HR procedures on grading.

As part of the process job evaluation process our external assessor provided the following benchmarking Data from the 2016 London Councils Chief Officer survey. The table below shows the salary level for Divisional Director level posts across London and in the main the lower median level for this type of post falls within the Barnet Chief Officer Band 4 salary range.

Job Title	Job Designation	Basic Salary Minimum (£)	Basic Salary Maximum (£)	Basic Salary Actual (£)
Director of Children's Services	A3	£70,218	£105,339	£115,386
Director of Early Intervention and Prevention	A3	£83,000	£115,000	£98,000
Director of Children's Safeguarding and Social Work	A3	£83,000	£115,000	£105,596
Director of Children Family Intervention and Children's Social Care	A3	£115,000	£115,000	£115,000
Director for Integrated Care	A3	£88,338	£105,851	£102,261
Director of Children's Services	A2	£111,000	£129,000	£126,200
AD for Safeguarding & Social Care	A3	£94,800	£110,200	£106,025
AD for Early Help & Prevention	A3	£94,800	£110,200	£95,825
Director of Children and Young People services	A3	£101,676	£114,759	£104,760
ASSISTANT DIRECTOR CHILDREN'S SERVICES	A3	£91,189	£113,986	£108,514

Director Targeted Specialist Children	A3	£98,637	£111,555	£106,488
Assistant Director - Prev, Early Intervention & Qual Standards	A3	£80,800	£131,300	£114,090
Assistant Director of Children's Services (Children and Families)	A3	£80,800	£131,300	£106,319
Director Children's Social Care & Health	A3	£103,704	£108,612	£108,612

7. CONSULTATION

7.1 The Commissioning Director (Children & Families) launched the formal consultation with employees potentially affected by these proposals, all of whom are not covered by any collective bargaining arrangements.

7.2 The consultation was undertaken through:

Individual consultation: the Commissioning Director (Children & Families) had face to face meetings during the consultation with those potentially affected. Further meetings were offered during the consultation period. No individual feedback was received.

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

8. IMPACT

8.1 The proposals set out today directly affect 12 employees. There is an overall reduction of 3 FTE posts.

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

9. USE OF RESOURCES

9.1 Subject to the approval of the remuneration levels, the overall structure will see a further reduction in senior management costs of £61,623 for a full year.

10. BACKGROUND PAPERS

10.1 There are no background papers.