MEETING
GENERAL FUNCTIONS COMMITTEE
DATE AND TIME
WEDNESDAY 2 DECEMBER 2015
AT 7.00 PM
VENUE
HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF GENERAL FUNCTIONS COMMITTEE (Quorum 3)

Chairman: Councillor Joan Scannell
Vice Chairman: Councillor Wendy Prentice

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

Substitute Members

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

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

Andrew Charlwood – Head of Governance

In line with the Constitution's Public Participation and Engagement Rules, the deadline to submit public questions or comments is 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is at 10AM on Friday 27 November 2015. Requests must be submitted to Sarah Koniarski 020 8359 7574 sarah.koniarski@barnet.gov.uk

Governance Service contact: Sarah Koniarski 020 8359 7574 sarah.koniarski@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039 sue.cocker@barnet.gov.uk

ASSURANCE GROUP

ORDER OF BUSINESS

FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Sarah Koniarski 020 8359 7574 sarah.koniarski@barnet.gov.uk. People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our committee rooms also have induction loops.

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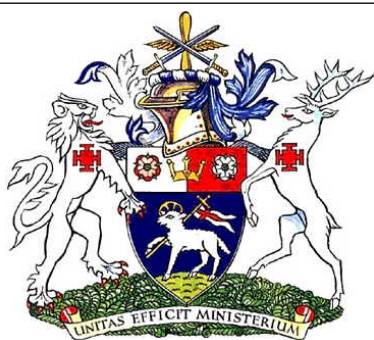
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BARNET LONDON BOROUGH

General Functions Committee

2 December 2015

Title	**Staffing Re-organisations 2016/17**
Report of	Chief Operating Officer and Director for Human Resources
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1 - Adults and Communities Consultation Appendix 2 - Medium Term Financial Strategy Appendix 3 - Revenue Budget Proposals Plan
Officer Contact Details	John Hooton, Chief Operating Officer John.Hooton@barnet.gov.uk 020 8359 2460 Graeme Lennon, Director for Human Resources Graeme.Lennon@barnet.gov.uk 020 8359 5080

Summary

Prior to Full Council setting the budget for 2016/17 (following consideration by and recommendations from the Policy and Resources Committee to Council) the General Functions Committee is being appraised of the total impact of the proposals on the workforce as the Committee with responsibility for 'staff matters' section 15, Council Constitution). In this case, staff matters include proposed changes to the overall establishment of the Council through reductions in the workforce that may lead to redundancies or reorganisation of functions, including staffing. Such changes being made with regard to the Council's obligations under statute and our Human Resources regulations to ensure full consultation with employee representatives (trade unions) and with the workforce is commenced at the appropriate time.

Recommendations

That the General Functions Committee:
   1. **Agrees the impact on performance, staff and equalities as set out in section 5 of the report.**
   2. **Agrees that the Director for Human Resources commence consultation with employees and Trade Unions in accordance with the requirements for**

> **statutory consultation and collective bargaining where there are changes proposed to terms and conditions potential impacts on individual roles or groups of staff.**
> 3. **Requests the Chief Operating Officer, together with the Director of Human Resources, to report back to the Committee at the conclusion of consultation and prior to implementation of the proposed restructure and/or changes to terms and conditions of employment.**

1. WHY THIS REPORT IS NEEDED

1.1 The annual business planning cycle enables Members to set the strategic direction of the Council. As part of this, the Council's theme Committees have been reviewing commissioning intentions and options to ensure the Council operates within the resources it has, as set out in the Medium Term Financial Strategy.

1.2 Prior to Full Council setting the budget for 2016/17 (following consideration by and recommendations from the Policy and Resources Committee to Council) the General Functions Committee is being appraised of the total impact of the proposals on the workforce as the Committee with responsibility for 'staff matters' (section 15, Council Constitution). Such changes being made with regard to the Council's obligations under statute and our Human Resources regulations to ensure full consultation with employee representatives (trade unions) and with the workforce at the appropriate time.

1.3 Before entering into consultation with trade unions and employees, the General Functions Committee is being advised of the proposals.

2. REASONS FOR RECOMMENDATIONS

2.1 The Council is legally obliged to consult with staff where resulting from these proposals are proposed changes to terms and conditions and staffing numbers requiring consultation and implementation at a later date.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The Council is already reducing the use of agency staffing as a means of controlling workforce costs. We have considered reducing agency usage further however it is not recommended to be taken forward as a specific proposal as agency staffing reductions does not always result in revenue savings; agency posts are useful when seeking to avoid redundancies by prioritising employees into posts filled by temporary employees. Agency workers can provide a flexible workforce at a time of significant change.

3.2 The Council has in place a redeployment pool to mitigate and avoid the cost and impact of redundancies. Potential redundancies are identified through service specific consultation with trade unions and employees. The Council could issue a single consultation at this point, although this is not recommended given the breadth and timetabling of the proposals.

Additionally, to ensure meaningful consultation is undertaken, detailed proposals would be required.

4.   POST DECISION IMPLEMENTATION

4.1   Following the decision of the Committee, officers will consult with trade unions and employees about the staffing proposals. At the same time, officers will undertake work under delegated powers to consult with staff and trade unions on specific proposals for implementation from the 1 April 2016.

5.   IMPLICATIONS OF DECISION

5.1   **Corporate Priorities and Performance**
5.1.1 The following Corporate Priorities and Performance will be enhanced; health and social care will be personalised and integrated, with more people supported to live longer in their own homes and a clean and attractive environment, with well-maintained roads and pavements, flowing traffic, increased recycling.

5.2   **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**
5.2.1 As a result of the decision, the reduction in staffing establishment will reduce the resources allocated to the Council's establishment.

Revenue
5.2.2 The Medium Term Financial Strategy (MTFS) (Appendix 2) sets out the £81.1m savings target for the Council based on a number of assumptions. This includes the pay award agreed by the national Joint Negotiating Committees for local government employees, teachers and staff on other terms and conditions of employment. It should be noted that the recently agreed pay award for local government workers is greater than the assumptions.

5.2.3 The revenue budget proposals plan (Appendix 3) will enable the Council to meet its £81.1m savings target as set out in the MTFS (Appendix 2). While these savings have been agreed by relevant theme Committees, the proposals are still waiting for approval from Policy and Resources Committee on the 16 December 2015.

Capital
5.2.4 There has been a Capital Needs Assessment for the Council and this will be considered for approval at Policy and Resources Committee on the 16 December 2015. There will no direct implications on the capital budget for staffing matters arising from the budget proposals for 2015/16.

Staffing

5.2.5 The proposals in this report will have an impact on staffing across the organisation and a reduction in the Council's establishment. A number of proposals will result in a reduction in posts in the organisation. For 2016/17, this impact is summarised as follows in table 1:

Table 1	
	FTE reduction
Adults and Communities	47.5
Family Services	0
Streetscene	12
Commissioning Group	0
Total	**59.5**

Adult and Communities

5.2.6 Adults and Community Services are undertaking a full delivery unit review to further improve the delivery unit efficiencies and performance. Specific proposals and consultation will take place prior to 1 April 2016 to allow for full year savings.

It is proposed that consultation with employees and trade unions will begin on 3 December 2015 and subject to that detailed consultation, it is expected to report back to Committee for approval with implementation of the proposals with effect from the 1 April 2016. As part of this, there is expected to be between 10 and 20 employees placed at risk of redundancy.

Family Services

5.2.7 The Council is currently consulting with residents and other stakeholders, about proposals for Library services within Family Services delivery unit. The public consultation is expected to close on 6 January 2016. We are considering the options for in-house provision. The specific proposals and future operating model will require consultation with employees and trade unions.

Street Scene

5.2.8 Streetscene Services will consult on proposals for savings in 2016/17 relating to Green spaces which will involve the reduction of mowing teams from 10 to 9 reducing costs by £150,000 and reducing the number of staff by 4 FTE. It is not expected that this will result in any redundancies.

In addition it is proposed to restructure enforcement and site officers. This restructure will separate the trade waste service and enforcement function. It is expected that all of the 4FTE staff involved will either be appointed to roles within the new service or redeployed to other roles within Street Scene.

It is proposed to restructure the Transport team, the proposals include the deletion of 7 FTE posts and the creation of 3FTE posts resulting in saving of £165,811.

Commissioning Group

5.2.9 The Commissioning Group, including functions for commissioning, assurance, financial strategy, commercial and customer strategy and the Council's policy and strategy has already completed the reorganisation and reduction of senior management positions (and the associated administrative support functions). The 'strengthening commissioning' through reviewing commissioning functions across the Council is now complete. At this stage there are no proposals for structural changes although it is anticipated that savings of £1.1 million will be identified in 2016/17.

Education and Skills

5.2.10 The Children, Education, Libraries and Safeguarding Committee at its meeting on 18 November 2015 made recommendations to full Council that Mott MacDonald Ltd trading as Cambridge Education be selected as the Council's preferred bidder for the future delivery of Education and Skills services and that the Council enters into a strategic partnering arrangement with Mott MacDonald Ltd trading as Cambridge Education, including entering into a services contract and a partnering agreement.

Proposed Changes to Terms and Conditions of Employment

5.2.11 Staff would transfer directly to the providers, i.e. Cambridge Education or ISS as appropriate, enabling them to benefit from being employed by established organisations that specialise in their area of expertise. Enhanced TUPE arrangements would apply, in accordance with the Council's current requirements; and ISS have committed to paying employees the London Living Wage after the Council ceases to fund the differential.

5.2.12 Council-wide proposals for a reduction in the overall cost of terms and conditions through a review of enhancements, pay protection, incremental progression and occupational schemes (such as sickness, parental leave) are currently being negotiated with trade unions. There is no proposal to reduce basic pay, although the introduction of a new pay and grading model will impact some employees, for which the Council will be consulting with trade unions on how to support employees detrimentally affected by the proposals. These proposals along with the Equality impact assessment will be presented to General Functions Committee early in 2016 for approval.

5.2.13 For 2016/17, consultation with staff will take place in accordance with the Council's human resources regulations and policies. As part of this, trade unions will receive the Council's budget proposals and will be asked to meet with senior managers of the Council. We are also currently in negotiation with trade unions about the terms and conditions savings.

5.2.14 For proposals affecting teams within individual delivery units, consultations will take place at a local level with employees and trade unions, normally for a period of between 30 and 45 days. For restructures affecting 20 or more employees, the outcome of the consultation and the recommended structures

will be put to the General Functions Committee for approval.

5.2.15 Proposals, once determined, could potentially have workforce implications which may result in redundancies. The Council will seek to mitigate redundancies through the redeployment process and a reduction in agency usage. Any substantial changes are subject to consultation as guided by Council's Managing Organisational Change Policy and will be subject to consultation with employees and trade unions and equality impact assessments before implementation. Overall it is anticipated that there will be less than 30 redundancies and we will continue to work with affect individuals to seek appropriate redeployment.

5.3 **Social Value**

5.3.1 The Committee is advised that the Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 **Legal and Constitutional References**

5.4.1 All proposals to reduce staff must be considered in terms of the Council's legal powers its statutory obligations, the need to comply with the Public Sector Equality Duty and the duty to consult under s188 Trade Union and Labour Relations (Consolidation) Act 1992, both of which are set out below.

5.4.2 Under section 15 of the Constitution the General Functions Committee is responsible for staff matters (i.e. salaries and conditions of service) other than those within the remit of Chief Officer Appointment Panel.

5.4.3 In accordance with the HR Regulations in the Constitution, where there is a proposed organisational restructure involving 20 staff being put at risk of redundancy or TUPE or 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 There is a risk that the savings and efficiencies proposed for the 2016/17 are not delivered either on –time or through changes to proposals. To manage this risk, each delivery unit is responsible for ensure meaningful consultation is undertaken to explain the objectives, the impact and to seek views from employees and trade unions on alternatives to the proposals to achieve savings.

5.5.2 There is a risk of legal challenge or dispute should the Council not undertake consultation at the appropriate point or for a reasonable length of time. The Council has in place a Managing Organisational Change Policy that provides guidance to avoid such challenge.

5.5.3 Through the Council's employee relations mechanisms, we seek to avoid dispute through regular local meetings between trade unions and senior

managers. There is also a regular monthly meeting between trade unions and the HR Director. Should matters reach a potential dispute, the Council's People Management Group (PMG) and the General Functions Committee are points of escalation. Through such mechanisms we seek to avoid disputes and challenge.

5.6   Equalities and Diversity

5.6.1 The Council has undertaken an Equality Assessment for each proposal which will be published when entering into each consultation. The EIAs are currently showing the following impacts:

5.6.2   At the start of consultation, as part of the local consultation documents.

5.7   Consultation and Engagement

5.7.1 The Council has recently been improving internal communication and engagement with employees and proposed changes affecting the Council, functions of the Council or their specific area.

5.7.2 Our duty is to consult with employee representatives (trade unions) in compliance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992. Collective consultation with the trade unions, and directly with employees, will take place following decisions by the Policy & Resources Committee and the General Functions Committee in December 2015.

5.7.3 Consultation will take the form of the provision of the full set of documents made available to the Committee today, staffing data including vacancy reporting, agency usage and turnover. A meeting will be convened with trade unions to receive representations, comments and a formal response before the end of January 2016.

5.7.4 There will be staff consultation about these proposals in compliance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992. The duty to consult arises where the employer is proposing to dismiss as redundant 20 or more employees at one establishment within a period of 90 days or less. If the duty arises, then the Council must also notify the Secretary of State.

5.7.5 The Council has in place a Managing Organisational Change Policy to guide it in consultation with employees and trade unions for proposals relating to the organisation of functions (including job functions and structures).

Public Sector Equality Duty

5.7.6 The general duty on public bodies is set out in section 149 of the Equality Act 2010.

5.7.7 A public authority must, in the exercise of its functions, have due regard to the need to:

(a)   Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b)   Advance equality of opportunity between persons who share a relevant

protected characteristic and persons who do not share it; and

(c)   Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.7.8   Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a)   Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

(b)   Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and

(c)   Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

5.7.9   The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

5.7.10 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:

(a) Tackle prejudice, and

(b) Promote understanding.

5.7.11 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

5.7.12 The relevant protected characteristics are:
• Age;
• Disability;
• Gender reassignment;
• Pregnancy and maternity;
• Race;
• Religion or belief;
• Sex; and
• Sexual orientation.

5.7.13 It also covers marriage and civil partnership with regard to eliminating discrimination.

5.7.14 Through the consultation with employees and trade unions, the Council will provide an Equalities Impact Assessment together with a final Equalities Impact Assessment on any reports that are present to General Functions Committee. Changes proposed should support the objectives of the Council through proportionate and legitimate means.

5.7.15 Decision makers should have due regard to the public sector duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. Consideration of the duties should proceed the decision. It is important that decision makers have regard to the statutory grounds in the light of all available material.

5.8 **Insight**
5.8.1 Insight data is not applicable in the context of this report.

6. BACKGROUND PAPERS

6.1 No background papers were used in compiling this report.

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Adults and Communities

Appendix 1

LONDON BOROUGH OF BARNET

ADULTS AND COMMUNITIES

Formal consultation on the proposals for the restructure of the Adults and Communities Delivery Unit

December 2015

POLICY SUMMARY

This document arises out of the requirement of the Adults and Communities delivery unit to deliver efficiency savings in the 2016/17 financial year, and to formally consult with staff on these changes and their potential impact upon the workforce.

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 significant changes to the workforce, as a result of the requirement to deliver sizeable council wide workforce efficiencies. As a consequence of these proposals it is likely that a number of staff in Adults and Communities will be placed at risk of redundancy.

Following the closure of consultation the final proposals will require approval from the General Functions Committee.

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1 EXECUTIVE SUMMARY INFORMATION

1.1 Officers

ROLE	NAME	CONTACT
Sponsor	Mathew Kendall	mathew.kendall@barnet.gov.uk
Senior Responsible Officers	James Mass Jon Dickinson	james.mass@barnet.gov.uk jon.dickinson@barnet.gov.uk
Human Resources Advisory	Stephen Cranfield	stephen.cranfield@barnet.gov.uk

All responses to this consultation should be sent to: engage.adults@barnet.gov.uk

1.2 Timetable

It is proposed to start to implement the final staff structure in April 2016, subject to the completion of the consultation and approval from the General Functions Committee. Some elements will be implemented at a later date and a full timetable is set out in Section 4 of this document. The consultation has been extended beyond the 30 day statutory obligation to allow more time to consider the proposals and engage effectively on the decisions that need to be made.

Group	Purpose	Date
Formal Consultation Period (60 days)	1 to 1 meetings will be held with directly affected employees during the formal consultation period.	3 December 2015 – 1 February 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 across the Delivery Unit.

A list of all positions potentially affected by these proposals (either directly or indirectly) is included in section 4.2 (see also Appendix A and Appendix B for proposed current and new structures).

1.4 Proposed Changes Summary

Budget proposals for 2016-2020 included workforce efficiencies savings spread equally over four years. These have now been brought forward to deliver an earlier saving of £1.5m. The Delivery Unit needs to achieve £1.4m of this, £1.1m of which will be realised in

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2016-2017, with the remaining saving being delivered by the Commissioning Group. The staffing budget is currently £14.1m.

It is proposed that 46 posts across the Delivery Unit are deleted and where possible this will be achieved through the deletion of vacant posts. Of the posts proposed for deletion, 18 are currently vacant. This is not sufficient to achieve the required budget reductions and so it is likely that a number of posts deleted will be filled by staff, with the consequence that these staff will be placed at risk of redundancy. It is also proposed to create 23 new posts.

One of the main proposals is to reduce the number of qualified Social Worker posts within the service, and to increase the numbers of Assessment and Enablement Officer 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 transition the workforce gradually – initially through deletion of vacant Social Work posts, and then through the replacement of Social Worker posts with Assessment and Enablement Officer posts when Social Worker post-holders leave.

Some of the potential impacts of the proposals could include longer waiting times for assessments and reviews, less proactive social work service in hospitals and reduced communications and engagement activity. However, it is expected that the impact can be mitigated through improved productivity and practice efficiencies, in particular through the implementation of an improved case management IT system, improved mobile working and changes to the assessment process.

1.4.1   Changes to Terms and Conditions

No changes to terms and conditions of employment will take place as a consequence of this restructure.

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Adults and Communities

1.5   Responding to the Consultation

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

Online survey	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.
Email	Comments and suggestions can be emailed to engage.adults@barnet.gov.uk
Drop-in sessions	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.

There will also be specific sessions to discuss skill mix and mobile working and the use of technology. |
| **One-to-one meetings** | 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. |
| **Consultation FAQs / Log on intranet** | 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 |

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2   BACKGROUND AND PRINCIPLES

2.1   Background

The Adults and Safeguarding Committee agreed to deliver a 5 year Commissioning Plan for Adults in July 2014. This Commissioning Plan outlined how the London Borough of Barnet will manage the key changes required by the Care Act 2014; health and social care integration at a time of rising demand; increased expectations and shrinking resources. Although the requirements of the Care Act 2014 have changed since the Commissioning Plan was published, there is increasing pressure on the Adults and Communities Delivery Unit to deliver services to Barnet's Adult population.

At the same time as Adults and Communities has experienced an increase in demand, the London Borough of Barnet 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 £12.6m of savings through to 2020. This has since been increased to £18.6m to reflect the additional savings required across the local authority.

Each of the Committees identified a staffing saving of c.10%. For the Adults and Safeguarding Committee this equates 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.

Achieving savings at this scale will always be difficult and lead to very 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.

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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 wider Integrated Social Care Direct team) 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 (AEOs) in identifying their career pathways as we increase the level of AEO 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 BY TEAM

3.1 Business Support

The Business Support team have flexibly adapted to new and different functions, expanding their skill set and expertise, and a recent review of the service involving staff has helped inform the longer term proposals. The team will need to continue to evolve in response to the new IT system (Mosaic) and evolving business requirements of the delivery unit.

Mosaic will improve efficiency and therefore make some tasks unnecessary and significantly reduce the duration for others. It is proposed that the teams will also need to stop doing some functions (for example, no longer having a dedicated, full-time receptionist at Vale Drive).

The service will take responsibility for some new functions to accommodate changes proposed elsewhere in the structure. This will include:

- Administration of complaints and Member Enquiries.

- Administration of the Rewards and Recognition policy.

- Facilitating regular updates to business continuity plans.

- Management of Freedom of Information requests.

To ensure the service can flexibly manage a range of tasks, it is proposed that the two service specific roles – Receptionist and Duty Intake Co-ordinator – are converted into Business Support Assistant and Business Support Officer posts respectively. The Business Support Lead will take on the lead role for complaints and report to the Head of Performance and Improvement.

The Records Manager post will move to the Performance and Information team and will report to the Performance and Information Service Manager.

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The specific changes proposed to roles are as follows:

Action	Roles	Impact
Revisions	Business Support Lead *(see section 3.3 on Customer Care for detail)*	Change to role profile to include managing complaints and member enquiries. Change to reporting line (Vacant)
Revisions	Records Manager	Change to reporting line to the Performance and Information Service Manager (Vacant)
Convert	Duty Intake Coordinator	Convert post to become a Business Support Officer
Convert	Receptionist	Convert post to become a Business Support Assistant

3.2 Care Quality

The service was re-structured in April 2015. The new service arrangements are being embedded but the service is facing significant challenge from growing pressures in the provider market. As such, it is considered that there is no capacity within the service for post reduction.

No further changes are proposed as part of these proposals.

3.3 Customer Care

Communications and engagement are important functions within the Delivery Unit however efficiency savings need to be made. It is proposed that the two vacant posts within the Customer Care team are deleted. With fewer resources there will be a need to prioritise and operate to a focused work plan. Some of the resource reduction can be mitigated through the transfer of some tasks, such as administration of the reward and recognition policy and support for key events, to the Business Support team.

In addition, it is proposed that there is a new model for handling complaints. The process will become more efficient with the implementation of Mosaic that will introduce automated workflows. As such it is proposed that the day-to-day administration and support to the process will transfer from the Complaints Lead to the Business Support team and to be led by the Business Support Lead.

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The Customer Care Service Manager will take responsibility for quarterly reviews of lessons learned from the complaints received and ensuring that this learning is acted upon by the service. This will also clarify that managers are responsible for writing high quality complaints responses – this is in-line with other council Delivery Units and is supported by this year's workforce development agenda.

The Engagement Officer role will be updated to reflect changes in the approach to engagement and will be renamed as the Engagement Lead.

The specific changes to roles proposed are as follows:

Action	Roles	Impact
Delete	Communications Officer	1.0 FTE (Vacant)
Delete	Complaints Lead	1.0 FTE
Delete	Partnership Boards Officer	1.0 FTE (Vacant)
Convert	Engagement Officer	Convert post to Engagement Lead (Vacant)

3.4   Customer Financial Affairs

The proposed new structure for the Customer Financial Affairs team will need to ensure that there is a stronger focus on:

- Direct Payment monitoring, given the recent work to improve this service and ensure all clients are up-to-date.

- Implementation of new ways of working under MOSAIC

- Streamline the business process following the implementation of MOSAIC.

The proposal includes a simplified management structure. This will see the deletion of the Deputy Team Leader post and the allocation of line management responsibilities across the two Team Leader posts.

There will be a further reduction of 2 FTE to the size of the team. It is anticipated that this can be mitigated by the implementation of Mosaic and more efficient ways of working. The Care Act 2014 has also introduced a light touch financial assessment and direct payment monitoring process.

The specific changes proposed to roles are as follows:

Action	Roles	Impact
Delete	Deputy Team Leader	1.0 FTE
Delete	Visiting Officer	1.0 FTE
Delete	Financial Assessment Officer	1.0 FTE
Revisions	Team Leader (Community Financial Assessments) to reflect new management structure	1.0 FTE
Revisions	Team Leader (Residential Financial Assessments) to reflect new management structure	1.0 FTE

3.5 Integrated Care - Learning Disabilities

Barnet currently operates services with a relatively high proportion of qualified and registered social workers compared to other boroughs. 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. A re-balancing of the skill mix of the learning disabilities team is proposed.

Whilst certain roles should remain exclusively the remit of qualified social workers (safeguarding, complex cases, team leaders and lead practitioners) there is scope to expand the functions currently performed by Assessment and Enablement Officers (AEOs), with appropriate management and supervision structures in place.

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

There is no net reduction in the learning disabilities team. It is also proposed that there will be no social worker redundancies. Any vacant posts will be deleted and converted and any additional change required across the delivery unit will be dealt with as and when employees leave posts. Career development opportunities will be created for AEOs. This will include investigation of options to support individuals who want to qualify as Occupational Therapists and Social Workers.

It is proposed that to align practice between social workers and occupational therapists, social workers will supervise up to one AEO each. This will help to share and develop skills across the service and provide development opportunities that will help with career progression.

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Other changes being made across the delivery unit will improve efficiency for the team and should ensure that performance - in particular around reviews for people using services and for carers - can improve. These include:

- The implementation of Mosaic and introduction of new devices that should lead to more efficient mobile working and much less wasted time with IT problems.
- Use of assessment, review and support planning hubs.
- Better utilisation of the external support planning contract.
- Better and more timely support to carers and use of specialist carers services.

To simplify management arrangements and improve lines of accountability there will be a dedicated Head of Service for Learning Disabilities and the Service Manager role will be deleted.

The specific changes to roles proposed are as follows:

Action	Roles	Impact
Delete	Social Worker	4.0 FTE (1 Vacant)
Create	Assessment & Enablement Officer	4.0 FTE
Revisions	Social Worker	Supervision of up to 1 AEO
Revisions	Assessment & Enablement Officer	Some changes to line management reporting to reflect the above.

3.6   Integrated Care Older People and Physical Disabilities

Barnet currently operates services with a relatively high proportion of qualified and registered social workers compared to other boroughs. Balancing the ratio could deliver financial benefits, and ease difficulties in recruitment. A re-balancing of the skill mix of the service is proposed.

Whilst certain roles should remain exclusively the remit of qualified social workers (safeguarding, complex cases, team leads and lead practitioners) there is scope to expand the functions currently performed by Assessment and Enablement Officers (AEOs), provided that relevant management and supervision structures are in place.

Career development opportunities will be created for AEOs. This will include investigation of options to support individuals who want to qualify as Occupational Therapists and Social Workers.

It is proposed that there will be no social worker redundancies. Any vacant posts will be deleted and converted and any additional change required across the delivery unit will be dealt with as and when employees leave posts.

It is also proposed that to align practice between social workers and occupational therapists, social workers will supervise up to one AEO each. This will help to share and develop skills across the service and provide development opportunities that will help with career progression.

It is anticipated that reductions in the establishment set out below can be mitigated by other efficiency improvements. These include:

- The implementation of Mosaic and introduction of new devices that should lead to more efficient mobile working and much less wasted time with IT problems.

- Use of assessment, review and support planning hubs.

- Better utilisation of the external support planning contract.

- Better use of carers support services.

- Better use of the community and voluntary sector.

To simplify management arrangements and improve lines of accountability, each of the three elements of the service will have a Head of Service. The Service Manager roles will be deleted.

Specific changes to each part of the service are outlined in the sub-sections below.

3.6.1 Integrated Social Care Direct (Access, Enablement, Review and Urgent Response)

The service was re-structured in April 2015. The skills mix and capacity of the service has been reviewed and it has identified that delivery of reductions in this area would present too great a risk to delivery of services, as all posts are currently working to capacity. A long term vacant Assessment and Enablement Officer post in the Sensory Impairment Team will be deleted.

The team is currently piloting the Enablement Triage approach. It is too early at this stage to make a recommendation as to the future of this but a review will be needed in early 2016.

The Prevention and Wellbeing Service Manager role will report to the Head of Integrated Social Care Direct. The post holder will lead on and champion the assessment hub model, support for carers and the identification of / promotion of community alternatives to paid social care support.

Assessment and Enablement Officers in the Integrated Social Care Direct and Older People Physical Disability Locality teams will be given responsibilities for maintaining the directory of local services and to champion community alternatives.

The specific changes to roles proposed are as follows:

Action	Roles	Impact
Delete	Assessment & Enablement Officer	1.0 FTE (vacant)
Revisions	Social Worker	Supervision of up to 1 AEO
Revisions	Assessment & Enablement Officer	Some changes to line management reporting to reflect the above.

3.6.2 Hospitals and Health Partnerships

There is a net reduction in the establishment of two full time posts. This will impact on the availability of staff to respond to requirements outside of important discharge assessment and planning.

The specific changes to roles proposed are as follows:

Action	Roles	Impact
Delete	Social Worker	10.0 FTE (5.46 FTE Vacant)
Create	Assessment & Enablement Officer	8.0 FTE
Revisions	Social Worker	Supervision of up to 1 AEO
Revisions	Assessment & Enablement Officer	Some changes to line management reporting

3.6.3 Localities

There is a net reduction in the establishment of four full time equivalent posts as the management structure is realigned and there is some reduction in front-line capacity. This could mean that fewer reviews are undertaken and that waiting times increase but it is anticipated that this can be mitigated by other efficiency improvements as set out above.

It is proposed that one vacant Team Leader post will be deleted. This is not anticipated to have an adverse service impact and will result in more consistent spans of control.

The proposals permanently establish the post of Principal Social Worker following a successful trial since September 2015.

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Assessment and Enablement Officers will be given some responsibilities to support the maintenance of the directory of local services and to champion community alternatives.

The specific changes to roles proposed are as follows:

Action	Roles	Impact
Delete	Social worker	9.0 FTE (4.51 FTE Vacant)
Delete	Team leader	1.0 FTE (1.0 FTE Vacant)
Create	Assessment & Enablement Officer	5.0 FTE
Create	Principal social worker	1.0 FTE
Revisions	Social Worker	Supervision of up to 1 AEO
Revisions	Assessment & Enablement Officer	Some changes to line management reporting

3.7 Management Changes

With the changes to the Prevention and Well-being service detailed in section 3.12, there is no longer the rationalisation for a dedicated Head of Prevention and Well-being and so this post will be deleted.

In the Older People / Physical Disabilities and Learning Disabilities social work teams it is proposed the Service Manager tier is removed to improve effectiveness, ensure responsiveness to practice, quality improvements and the delivery of savings.

To make this sustainable two additional Head of Service posts will be created in Older People / Physical Disabilities so that there are three posts, one each covering Hospitals & Health partnerships, Localities and Access, Enablement and Review (Integrated Social Care Direct).

The Head of Learning Disabilities and Mental Health will solely manage Mental Health and a Head of Learning Disabilities will be created.

The specific changes to roles proposed are as follows:

Action	Roles	Impact
Delete	Head of Prevention and Wellbeing	1.0 FTE
Delete	Service Manager (3.0 in OP/PD and 1.0 in LD)	4.0 FTE (1.00 FTE Vacant)
Create	Head of Integrated Care Older People and Physical Disabilities - Hospitals and Health Partnership	1.0 FTE
Create	Head of Integrated Care Older People and Physical Disabilities - Social Care Direct	1.0 FTE
Create	Head of Learning Disabilities	1.0 FTE
Revisions	Head of Integrated Care Older People and Physical Disabilities	Changed to Head of Integrated Care Older People and Physical Disabilities – Localities
Revisions	Head of Integrated Care Learning Disabilities & Mental Health	Changed to Head of Mental Health

3.8   Mental Health

The new mental health model agreed by Adults & Safeguarding Committee in September 2015 set out that the line management of social care should be separate from BEHMT staff and that social workers should withdraw from the CPA process.

Full details of the proposals can be found in the committee report. The paper included a draft view on future staffing. This is being further refined and work is now on-going with BEHMHT as they work on their own proposals for the future structure of their teams to ensure a safe transition is achieved. As such, there will be a separate staff consultation once these discussions have concluded and a clear plan is in place for the transition covering both organisations.

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3.9   Performance and Improvement

The implementation of Mosaic and the associated reporting solution should make reporting of activity within the service simpler and improve management information to inform key strategic and operational decisions. It will provide the service with better tools to do the job and improve the quality and timeliness of decision making and activities. Through the use of self-service managers will still be able to run ad hoc reports when needed.

As a result, it is proposed to reduce the establishment by 3 full time equivalent posts. This will be mitigated by the above but the work programme will need to be clearly prioritised and any non-cyclical work be signed-off appropriately.

The Records Manager post will move from Business Support to the Performance and Information team and will report to the Performance and Information Service Manager as set out in section 3.1.

It is proposed that the deletion of posts will not take effect until 1 October 2016 to allow for the embedding of Mosaic and the second wave of implementation for some elements of the system (such as the web portal).

No changes are proposed to the Policy and Improvement Team.

The specific changes proposed to roles are as follows:

Action	Roles	Impact
Delete	Information Analyst	1.0 FTE
Delete	Resource Officer	1.0 FTE
Delete	Data Inputter	1.0 FTE
Revise	Performance and Information Service Manager to reflect changed line management responsibilities	1.0 FTE (Vacant)

3.10   Prevention and Well-being

Since its establishment the Prevention and Well-being team has produced plenty of insightful work to improve the understanding of community services, compile a directory, improve understanding of services across the Delivery Unit and develop services at a local level amongst other things.

However, the financial challenge means that there is now a need to mainstream the activity of the team and the two vacant posts will be deleted. The team will focus on leading and embedding the new assessment hub model across the Borough and working with the voluntary sector to develop community alternatives to funded care packages.

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There will continue to be a focus in the Delivery Unit on how we improve support to carers both in terms of commissioning and delivery of services.

The Joint Commissioning Unit in the Commissioning Group will take on responsibility for voluntary and community sector development, with Integrated Care Quality managing key prevention contracts. Assessment and Enablement Officer (AEOs) in the OPPD locality teams will also be given responsibilities for supporting the maintenance of the directory of local services and to champion community alternatives.

The Prevention and Wellbeing Service Manager role will report to the Head of Access, Enablement and Review (Integrated Social Care Direct).

The specific changes proposed to roles are as follows:

Action	Roles	Impact
Delete	Prevention and Well-being Development Officer	1.0 FTE (Vacant)
Delete	Prevention and Well-being Carers Officer	1.0 FTE (Vacant)
Revisions	Prevention and Wellbeing Service Manager	Rename as Prevention and Wellbeing Lead and will report to the Head of Integrated Social Care Direct

3.11   Safeguarding

Safeguarding is an essential element of the service but since implementing the new structure in April 2015 it has not been possible to fill some roles. It is therefore proposed to introduce a new role of Principal Social Worker by deleting two posts, one of which has proved hard to recruit to. This builds on the successful recruitment and impact of a fixed term Principal Social Worker role. There will be some small transfer of responsibilities to the locality teams and the Principal Social Worker will report to the Head of Localities (see section 3.6.3).

The introduction of Mosaic will facilitate a more efficient process for the administration of Deprivation of Liberty Service (DoLS). This, along with a review of the business support function (see section 3.1), will allow for the deletion of one Business Support Officer (DoLS) post.

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The specific changes proposed to roles are as follows:

Action	Roles	Impact
Delete	Team Leader / Principal Social Worker	1.0 FTE (Vacant)
Delete	Lead Practitioner Social Worker	1.0 FTE
Delete	Business support officer DoLS	1.0 FTE (Vacant)

3.12 Workforce Development

There are no proposed changes to the workforce development team. This is consistent with the principle that we ensure the Delivery Unit has the requisite skills, capabilities and talents and that there is a supportive environment where staff are encouraged to deliver and develop in their careers.

The complete proposed new structure can be found in Appendix B.

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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:

Team	Roles	FTE	FTE Vacant	Action	Impact/ Proposed Post	Proposed FTE	Net
Business Support	Duty Intake Coordinator	1.00	0.00	Convert	Business Support Officer	1.00	0.00
Business Support	Receptionist	1.00	0.00	Convert	Business Support Assistant	1.00	0.00
Business Support	Business Support Lead *(see section 3.3 on Customer Care for detail)*	1.00	1.00	Revisions	Update role profile to include the lead duty of managing complaints and members enquiries. Change reporting line to Head of Performance and Improvement	1.00	0.00
Business Support	Records Manager	1.00	0.00	Revisions	Change reporting line to Performance & Information Service Manager (Vacant)	1.00	0.00
Customer Care	Partnership Boards Officer	1.00	1.00	Delete	Deleted	0.00	-1.00
Customer Care	Communications Officer	1.00	1.00	Delete	Deleted	0.00	-1.00
Customer Care	Complaints Lead	1.00	0.00	Delete	Deleted	0.00	-1.00
Customer Care	Engagement Officer	1.00	1.00	Convert	Post converted to Engagement Lead	1.00	0.00
Customer Financial Affairs	Deputy Team Leader	1.00	0.00	Delete	Deleted	0.00	-1.00

Team	Roles	FTE	FTE Vacant	Action	Impact/ Proposed Post	Proposed FTE	Net
Customer Financial Affairs	Visiting Officer	2.00	0.00	Delete	Deleted	1.00	-1.00
Customer Financial Affairs	Financial Assessment Officer	5.00	0.00	Delete	Deleted	4.00	-1.00
Customer Financial Affairs	Team Leader (Community)	1.00	0.00	Revisions	Change to new management structure	1.00	0.00
Customer Financial Affairs	Team Leader (Residential)	1.00	0.00	Revisions	Change to new management structure	1.00	0.00
Hospitals and Health Partnership	Assessment & Enablement Officer	2.00	0.00	Create	Additional 8.00 FTE posts created	10.00	8.00
Hospitals and Health Partnership	Social Worker	20.00	5.46	Delete	Posts reduced by 10.00 FTE	10.00	-10.00
Hospitals and Health Partnership	Social Worker	n/a	0.00	Revisions	Supervision of up to 1 Assessment and Enablement Officer	n/a	0.00
Hospitals and Health Partnership	Assessment & Enablement Officer	n/a	0.00	Revisions	Some changes to supervision but not line management reporting	n/a	0.00
Integrated Care Learning Disabilities	Assessment & Enablement Officer	3.00	0.00	Create	Additional 4.00 FTE posts created	7.00	4.00

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Team	Roles	FTE	FTE Vacant	Action	Impact/ Proposed Post	Proposed FTE	Net
Integrated Care Learning Disabilities	Social Worker	11.00	1.00	Delete	Posts reduced by 4.00 FTE	7.00	-4.00
Integrated Care Learning Disabilities	Social Worker	n/a	0.00	Revisions	Supervision of up to 1 Assessment and Enablement Officer	n/a	0.00
Integrated Care Learning Disabilities	Assessment & Enablement Officer	n/a	0.00	Revisions	Some changes to supervision but not line management reporting	n/a	0.00
Integrated Social Care Direct	Assessment & Enablement Officer	1.50	1.00	Delete	Deleted	0.50	-1.00
Localities	Assessment & Enablement Officer (4.00 OT and 8.89 SW)	12.89	2.36	Create	Additional 5.00 FTE posts created	17.89	5.00
Localities	Principal social worker	0.00	0.00	Create	New post created	1.00	1.00
Localities	Social worker	25.52	4.51	Delete	Posts reduced by 9.00 FTE	16.52	-9.00
Localities	Team leader (2.00 OT and 5.00 SW)	7.00	1.00	Delete	Posts reduced by 1.00 FTE	6.00	-1.00
Localities	Social Worker	n/a	0.00	Revisions	Supervision of up to 1 Assessment and Enablement Officer	n/a	0.00
Localities	Assessment & Enablement Officer	n/a	0.00	Revisions	Some changes to supervision but not line management reporting	n/a	0.00

Team	Roles	FTE	FTE Vacant	Action	Impact/ Proposed Post	Proposed FTE	Net
Management	Head of Integrated Care Older People and Physical Disabilities - Hospitals and Health Partnership	0.00	0.00	Create	New post created	1.00	1.00
Management	Head of Integrated Care Older People and Physical Disabilities - Social Care Direct	0.00	0.00	Create	New post created	1.00	1.00
Management	Head of Learning Disabilities	0.00	0.00	Create	New post created	1.00	1.00
Management	Head of Prevention and Wellbeing	1.00	0.00	Delete	Deleted	0.00	-1.00
Management	Service Manager (3.0 in OP/PD and 1.0 in LD)	4.00	1.00	Delete	Deleted	0.00	-4.00
Management	Head of Integrated Care Older People and Physical Disabilities	1.00	0.00	Revisions	Converted to Head of Integrated Care Older People and Physical Disabilities – Localities	1.00	0.00
Management	Head of Integrated Care Learning Disabilities & Mental Health	1.00	0.00	Revisions	Converted to Head of Mental Health	1.00	0.00

Team	Roles	FTE	FTE Vacant	Action	Impact/ Proposed Post	Proposed FTE	Net
Performance and Improvement	Information Analyst	3.00	0.00	Delete	Deleted	2.00	-1.00
Performance and Improvement	Resource Officer	2.00	0.00	Delete	Deleted	1.00	-1.00
Performance and Improvement	Data Inputter	2.00	0.00	Delete	Deleted	1.00	-1.00
Performance and Improvement	Performance and Information Service Manager	1.00	1.00	Revise	Changes to line management responsibility	1.00	0.00
Prevention and Wellbeing	Prevention and Well-being Development Officer	3.00	1.00	Delete	Deleted	2.00	-1.00
Prevention and Wellbeing	Prevention and Well-being Carers Officer	1.00	1.00	Delete	Deleted	0.00	-1.00
Prevention and Wellbeing	Prevention and Wellbeing Service Manager	1.00	0.00	Revisions	Rename as Prevention and Wellbeing Lead. Change reporting line to the Head of Integrated Social Care Direct	1.00	0.00
Safeguarding Adults	Team Leader / Principal SW	1.00	1.00	Delete	Deleted	0.00	-1.00
Safeguarding Adults	Lead Practitioner SW	1.00	0.00	Delete	Deleted	0.00	-1.00
Safeguarding Adults	Business support officer DoLS	4.00	1.00	Delete	Deleted	3.00	-1.00

4.2 This proposal will reduce the direct workforce costs by an estimated £1.4m.

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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 3 phases: Phase 1 and 2 run concurrently however, it is intended that selection and support processes (Phase 2) should be instigated part way through consultation (Phase 1) to ensure that staff have had sufficient opportunity to be consulted prior to selection for redundancy commencing.   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 February 2016).

5.1.1 Phase one: consultation and engagement (December 2015 – January 2016)

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

5.1.2 Phase two: selection and support (February - March 2016)

- Additional HR Support to support individuals to prepare for selection (HR)
- Managing Organisational Change process – anticipating selection process for roles
- Redeployment (if required)

5.1.3 Phase three: implementation (February 2016 onwards)

- Statutory Notices of Redundancies (if applicable)
- Implementation of new structure (from April 2016)
- Implementation of new Workforce Development Plan

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5.2. Consultation timetable

Date	Activity
3 December 2015	Consultation Document Issued. Consultation Opens with staff and Trade Unions
3 December 2016	'At risk' of redundancy letters issued where applicable
February 2016	Applications for ring-fenced positions open
February 2016	Applications close for all positions
1 February 2016	Consultation closes
February 2016	Consultation response prepared
February 2016	Ring-fenced roles: interviews and selection process commences
February 2016	Final Proposals go to General Functions Committee for approval
February 2016 February 2016	Confirmation of appointments Statutory notice of redundancy (including redeployment) (TBC)
April 2016 onwards	New structure in place.

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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 to hold pre-consultation meeting with all service areas.
- Launch of consultation: line managers to meet with all those potentially affected.
- Collective consultation: the Adult Social Care and Community and Wellbeing Assistant Directors 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 Delivery Unit. There are a number of ways to put these forward or to ask questions.

Structured survey	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.
Email	Comments and suggestions can be emailed to engage.adults@barnet.gov.uk or directly to one of the Assistant Directors at jon.dickinson@barnet.gov.uk or james.mass@barnet.gov.uk
Drop-in sessions	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. There will also be specific sessions to discuss the issues of skill mix and mobile working and the use of technology.
One-to-one meetings	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.

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6.3. Feeding back

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

The fortnightly SMT briefings will be used to feedback on response themes.

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?

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.

• **HR advice:** Where required the Employee relations team can provide some on site advice, via Stephen Cranfield (Stephen.cranfield@barnet.gov.uk).

• **Preparation:** We will offer the team the opportunity to access support to prepare for CV writing, applications, interview preparation.

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

Prior to the opening of formal consultation an assimilation exercise will be carried out to identify which posts are considered a job match for roles in the new organisation.

Where it is identified that posts are a match and there are sufficient posts within the new structure to match staff to, then these staff will automatically assimilate. A "match" is defined under Managing Change as:

- 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

Where it is identified that staff are in a competitive ring-fence in respect to a deleted post then selection will be through a selection process based on the principles set out in Managing Organisational Change policy. For any unsuccessful candidate, Barnet's Pay Protection and Severance Schemes will apply.

The proposed selection methods are set out in Appendix E and will be consulted upon as part of the consultation process.

8.1   Redeployment and redundancy

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

Employees who are not successful at securing a role in the future structure will be expected to fully participate in the council's efforts to identify suitable alternative employment in positions that are currently covered by agency/consultants or vacant positions.

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

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 Director
(1.0)

Assistant Director Adult Social Care
(1.0)

Assistant Director Community And Wellbeing
(1.0)

Head of Learning Disabilities & Mental Health
(1.0)

Head of Older People & Disabilities
(1.0)

Head of Safeguarding Adults
(1.0)

Customer Financial Affairs Service Manager
(1.0)

Head of Integrated Care Quality
(1.0)

Head of Performance and Improvement
(1.0)

Head of Prevention & Wellbeing
(1.0)

Customer Care Service Manager
(1.0)

Workforce Development Lead
(1.0)

Legend

| Director | Assistant Director | Head of Service | Service Manager |

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Current Structure Chart
Formal consultation on the proposals for the restructure of the
Adults & Communities Delivery Unit
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Adults and Communities: Integrated Care Learning Disabilities and Mental Health – Learning Disabilities Teams *(Not inc. health staff)*

Head of Learning Disabilities & Mental Health
(1.0)

Service Manager
(1.0)

Service Manager Project Work (Interim post)
(1.0)

Negotiator
(1.0)

Lead Nurse
(1.0)

Move On Team

Move on Nurse *(LBB Funded)*
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Learning Disabilities Team

Team Leader
(1.0)

Team Leader
(1.0)

Lead Practitioner
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Lead Practitioner
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Volunteer (Carers)
(Variable)

Volunteer
(Variable)

Volunteer
(Variable)

Assessment & Enablement Officer
(1.0)

Assessment & Enablement Officer
(1.0)

Assessment & Enablement Officer
(1.0)

Direct Payments Advisor
(1.0)

Legend

Assistant Director	Head of Service	Teams	Not in LBB establishment	Vacant and/or covered by Agency	Seconded in	Seconded out

Current Structure Chart
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Head of Learning Disabilities & Mental Health
(1.0)

Service Manager
(1.0)

Senior Practioner
(1.0)

Housing Lead
(1.0)

Social Worker
(1.0)

Social Worker
(0.83)

Assessment &
Enablement Officer
(1.0)

Social Worker
(1.0)

Transitions

Legend

| Assistant Director | Head of Service | Teams | Not in LBB establishment | Vacant and/or covered by Agency | Seconded in | Seconded out |

Current Structure Chart
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Head of Older People & Disabilities
(1.0)

Service Manager
(1.0)

Assessment, Enablement and Review Team

SW Team Leader
(1.0)

- Social Worker Lead Practitioner (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)

Direct Payments Advisor (1.0)
- Assessment & Enablement Officer (1.0)
- Assessment & Enablement Officer (1.0)
- Assessment & Enablement Officer (1.0)
- Assessment & Enablement Officer (1.0)

- Assessment & Enablement Officer (0.78)
- Assessment & Enablement Officer (0.39)
- Assessment & Enablement Officer (0.5)
- Assessment & Enablement Officer (0.5)
- Assessment & Enablement Officer (1.0)

OT Team Leader
(1.0)

- Occupational Therapist Lead Practitioner (1.0)
- Occupational Therapist (1.0)
- Occupational Therapist (1.0)
- Occupational Therapist (1.0)

- Assessment & Enablement Officer (1.0)
- Assessment & Enablement Officer (1.0)
- Assessment & Enablement Officer (0.8)

- Telecare Advisor (1.0)
- Telecare Advisor (1.0)

Sensory Team

- Rehabilitation Officer (1.0)
- Rehabilitation Officer (1.0)
- Assessment Enablement Officer OT (1.0)
- Assessment Enablement Officer OT (0.5)

Urgent Response Team

SW Team Leader
(1.0)

- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Assessment & Enablement Officer (1.0)
- Assessment & Enablement Officer (1.0)

Occupational Therapist (1.0)

Legend

Assistant Director	Head of Service	Teams	Not in LBB establishment	Vacant and/or covered by Agency	Seconded in	Seconded out

Current Structure Chart
Formal consultation on the proposals for the restructure of the Adults & Communities Delivery Unit
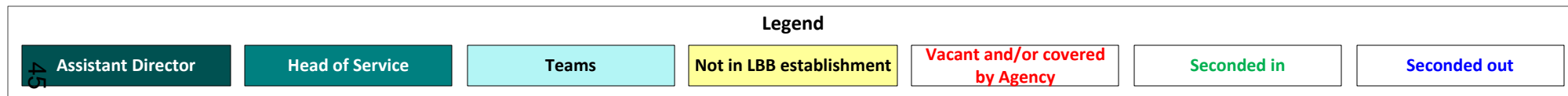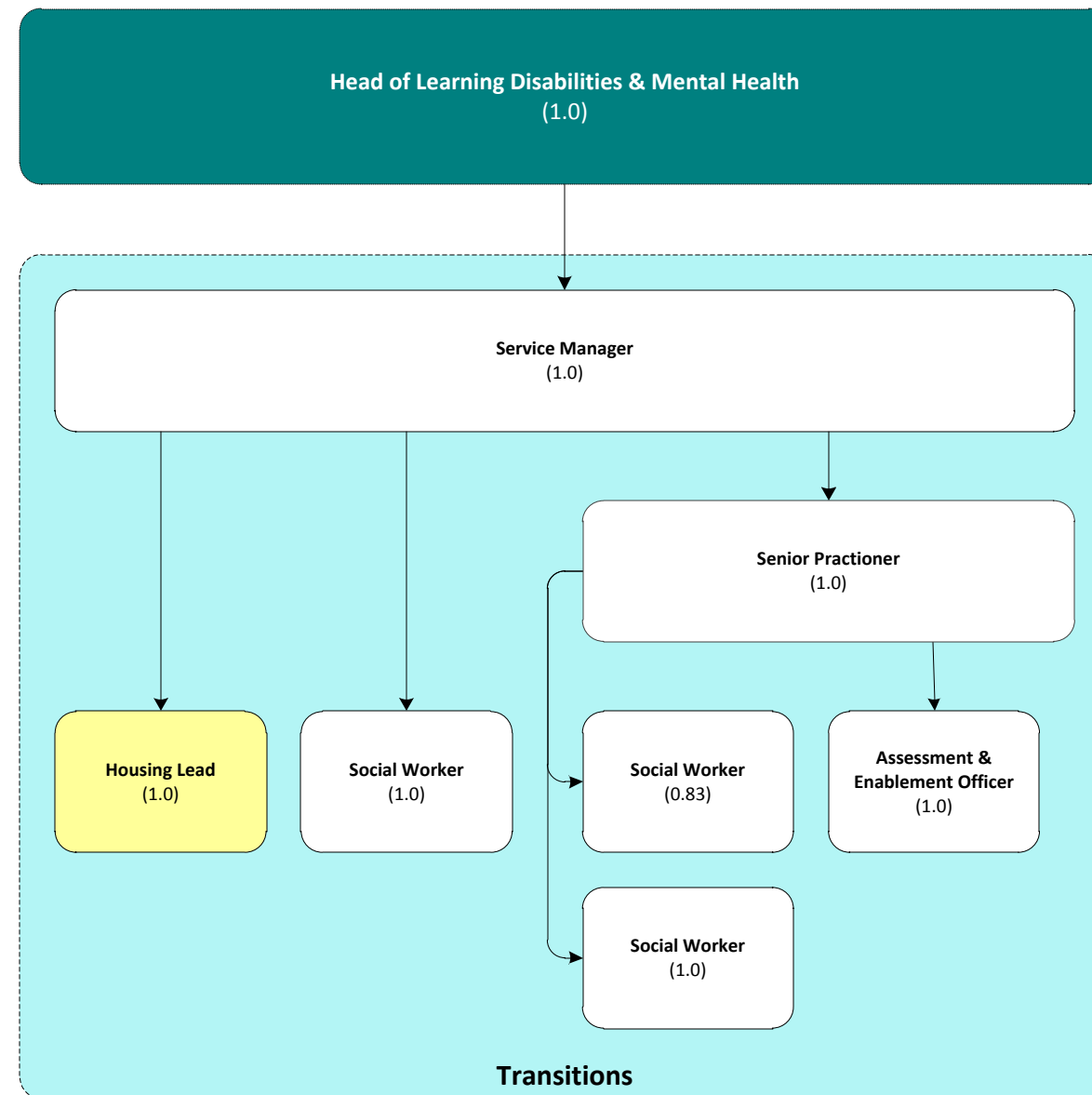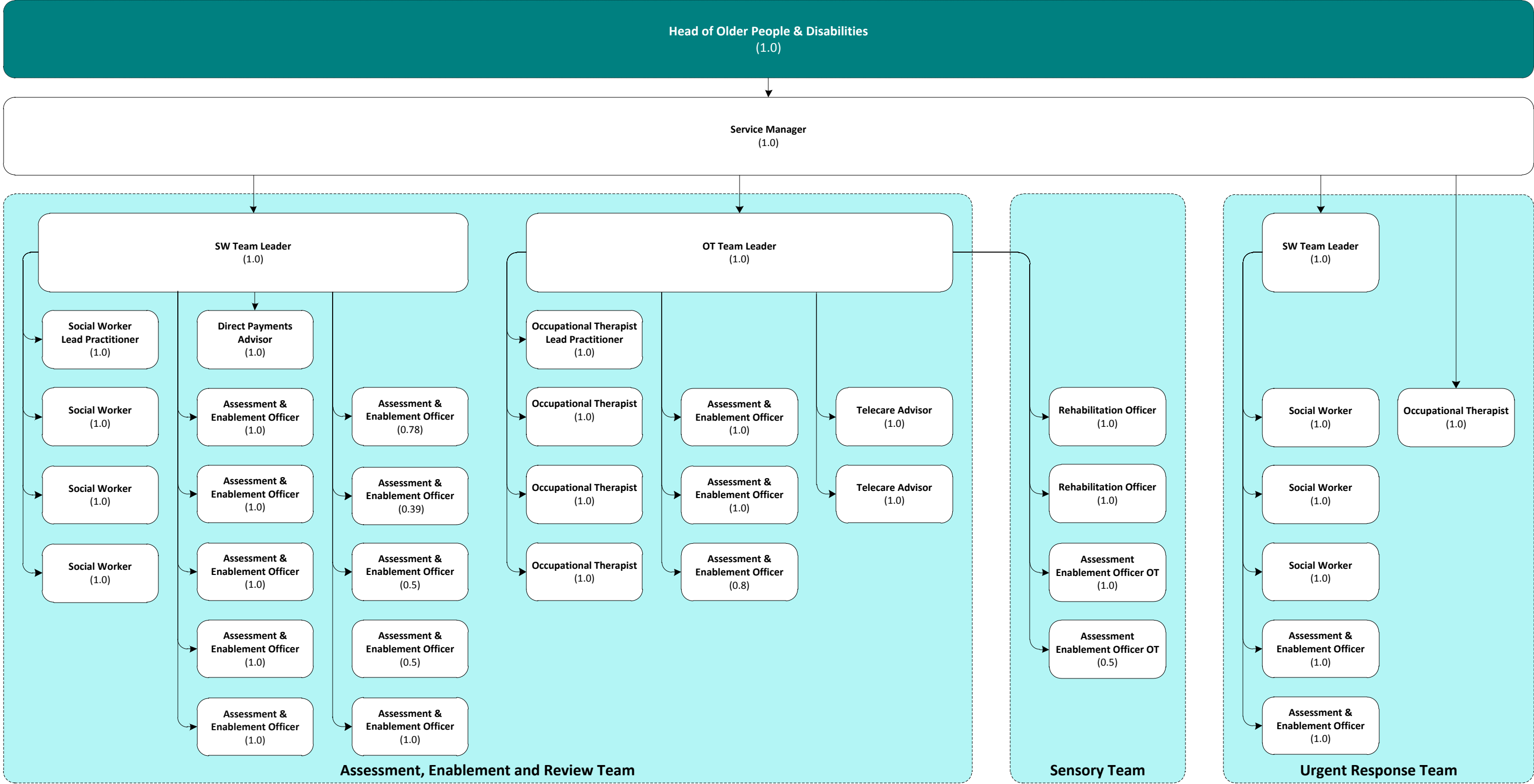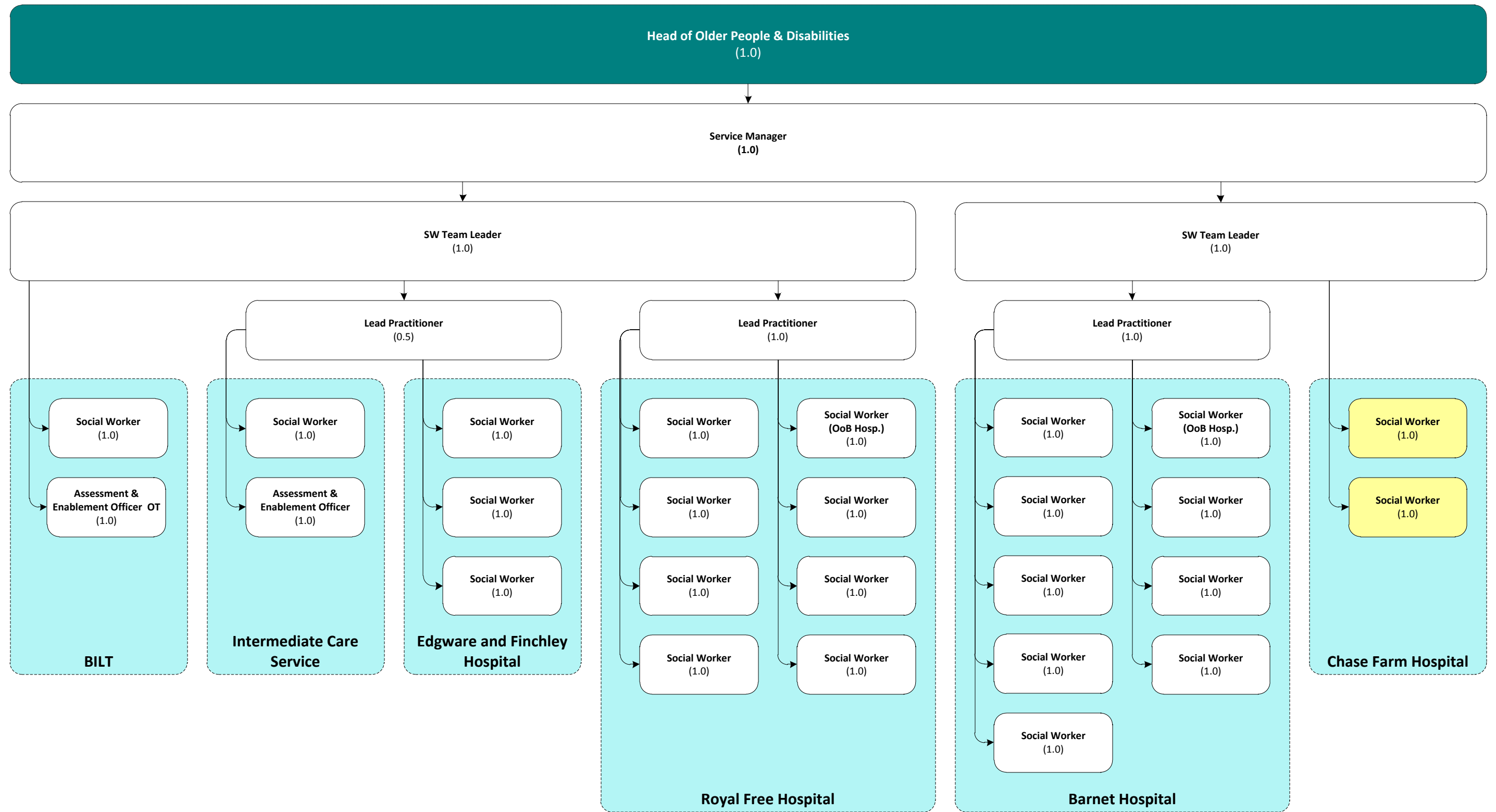**APPENDIX A**
23/11/15 V3.0 Final

Head of Older People & Disabilities
(1.0)

Service Manager
(1.0)

SW Team Leader
(1.0)

SW Team Leader
(1.0)

Lead Practitioner
(0.5)

Lead Practitioner
(1.0)

Lead Practitioner
(1.0)

BILT

Social Worker
(1.0)

Assessment & Enablement Officer OT
(1.0)

Intermediate Care Service

Social Worker
(1.0)

Assessment & Enablement Officer
(1.0)

Edgware and Finchley Hospital

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Royal Free Hospital

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(OoB Hosp.)
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Barnet Hospital

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(OoB Hosp.)
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Chase Farm Hospital

Social Worker
(1.0)

Social Worker
(1.0)

Legend

Assistant Director	Head of Service	Teams	Not in LBB establishment	Vacant and/or covered by Agency	Seconded in	Seconded out

47

Head of Older People & Disabilities
(1.0)

Service Manager Localities
(1.0)

North Locality

SW Team Leader
(1.0)

SW Lead Practitioner
(1.0)

- Social Worker (0.5)
- Social Worker (0.83)
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (0.5)
- Social Worker (1.0)
- Social Worker (0.5)

SW Team Leader
(1.0)

- Social Worker (1.0)
- Assessment & Enablement Officer (1.0)
- Social Worker (0.5)
- Social Worker (1.0)
- Social Worker (1.0)
- Assessment & Enablement Officer (1.0)
- Social Worker (0.5)

OT Team Leader
(1.0)

- Occupational Therapist (1.0)
- Assessment Enablement Officer OT (1.0)
- Occupational Therapist (1.0)
- Assessment Enablement Officer OT (1.0)
- Occupational Therapist (1.0)
- Direct Payments Advisor (1.0)
- Occupational Therapist (1.0)
- Occupational Therapist (1.0)
- Occupational Therapist (0.89)

West Locality

SW Team Leader
(1.0)

Social Worker Lead Practitioner
(1.0)

- Social Worker (1.0)
- Social Worker (1.0)
- Assessment & Enablement Officer (0.89)
- Social Worker (1.0)
- Social Worker (1.0)
- Assessment & Enablement Officer (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Assessment & Enablement Officer (1.0)
- Social Worker (0.83)
- Social Worker (0.5)
- Social Worker (1.0)

SW Team Leader
(1.0)

- Social Worker (1.0)
- Social Worker (0.58)
- Social Worker (0.28)
- Social Worker (1.0)
- Social Worker s256 (1.0)

OT Team Leader
(0.83)

Occupational Therapist Lead Practitioner
(1.0)

Occupational Therapist Lead Practitioner
(1.0)

- Occupational Therapist (1.0)
- Assessment & Enablement Officer OT (1.0)
- Occupational Therapist (1.0)
- Assessment & Enablement Officer OT (1.0)
- Occupational Therapist (1.0)

South Locality

SW Team Leader
(1.0)

Social Worker Lead Practitioner
(1.0)

- Social Worker (1.0)
- Assessment & Enablement Officer (1.0)
- Social Worker (1.0)
- Assessment & Enablement Officer (1.0)
- Social Worker (1.0)
- Assessment & Enablement Officer (1.0)
- Social Worker (1.0)
- Fixed Term Assessment & Enablement Officer (1.0)
- Social Worker (1.0)

Legend

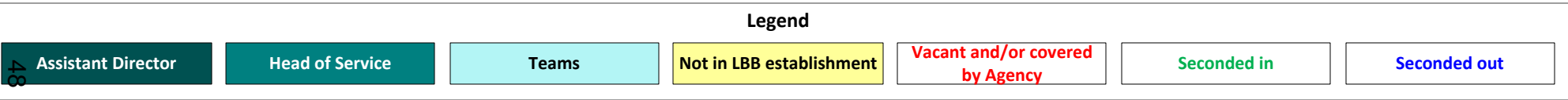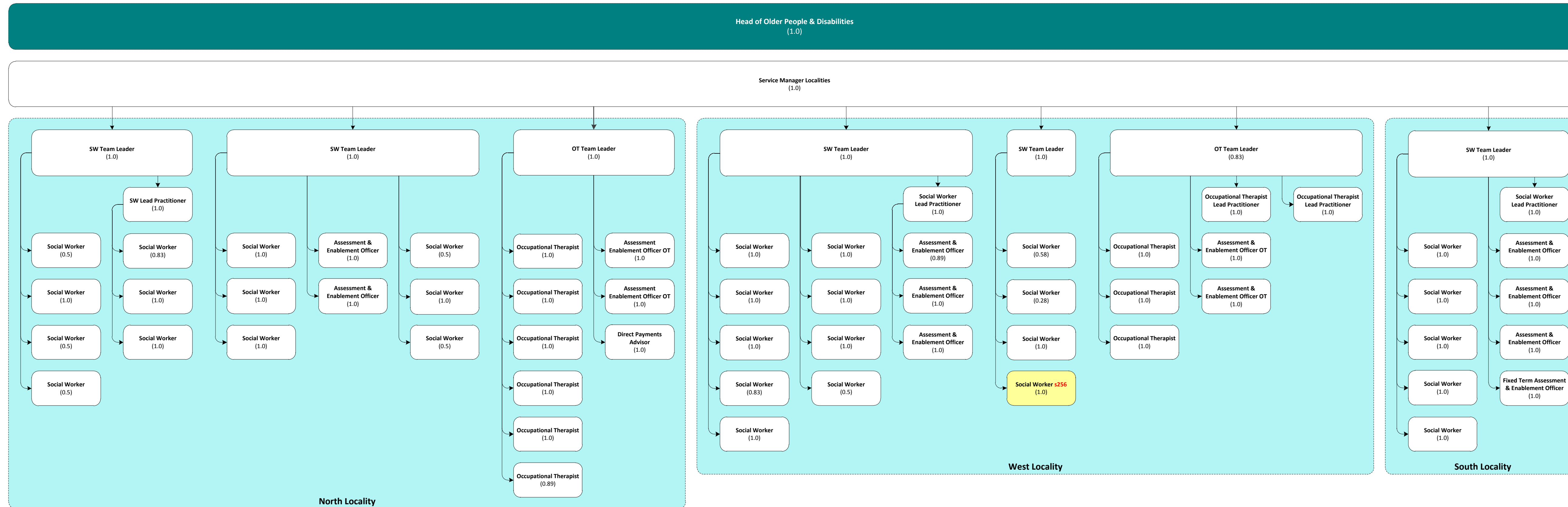| Assistant Director | Head of Service | Teams | Not in LBB establishment | Vacant and/or covered by Agency | Seconded in | Seconded out |

Current Structure Chart
Formal consultation on the proposals for the restructure of the Adults & Communities Delivery Unit
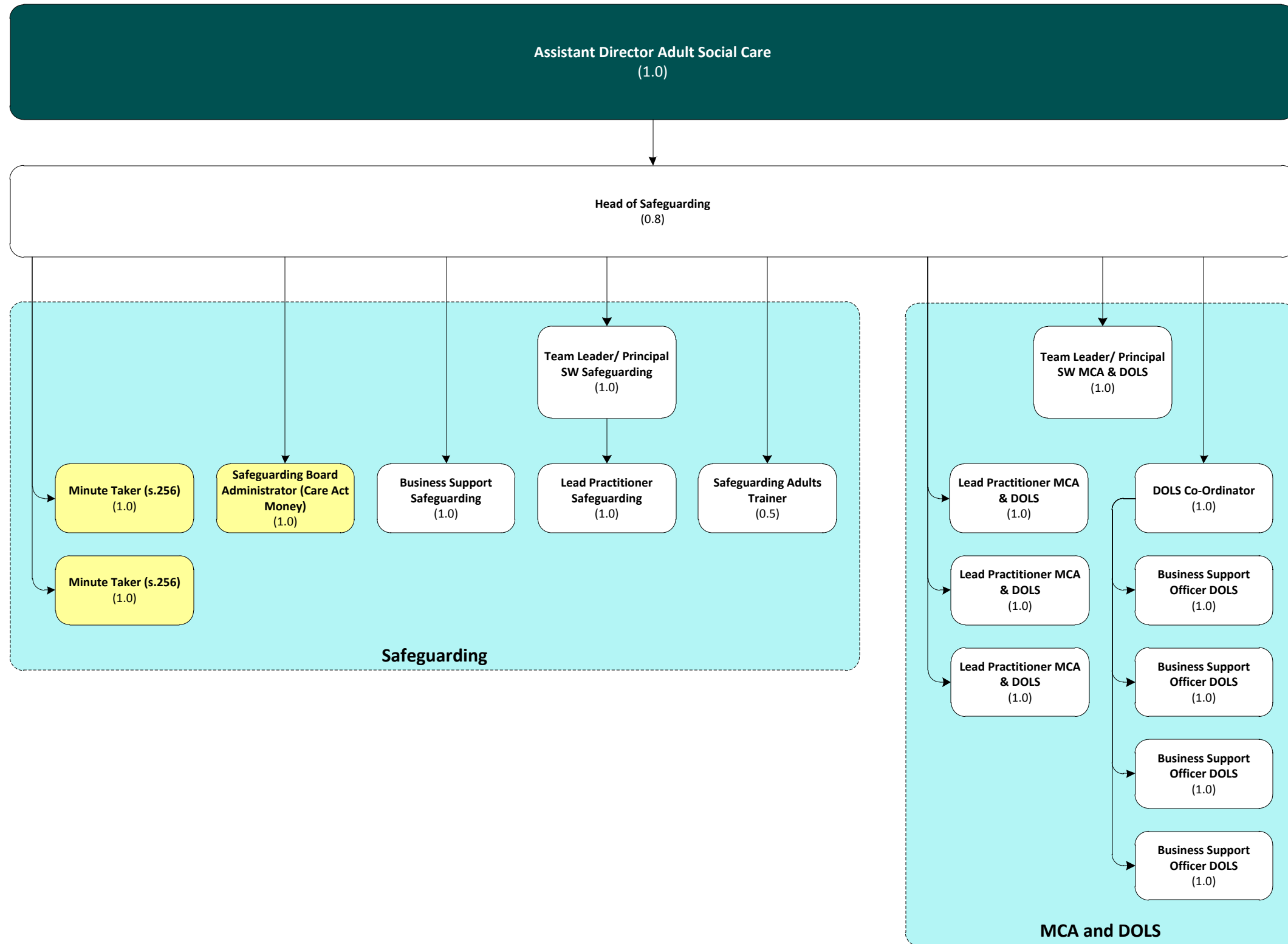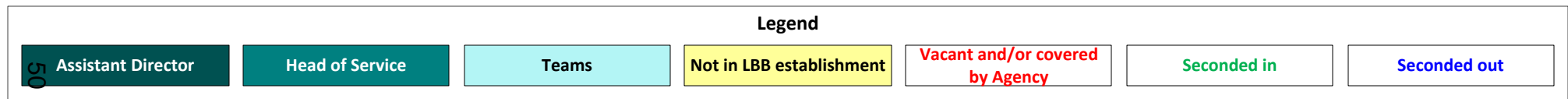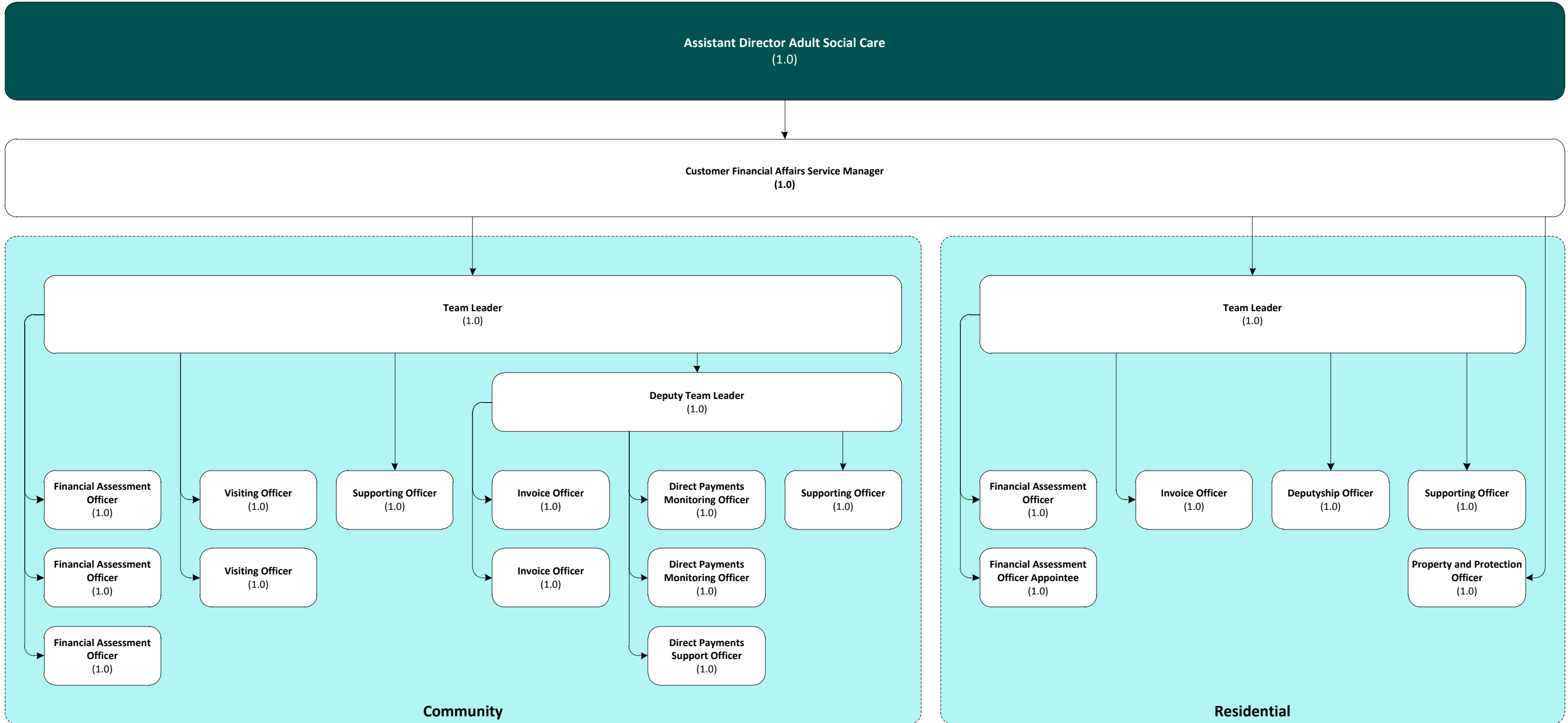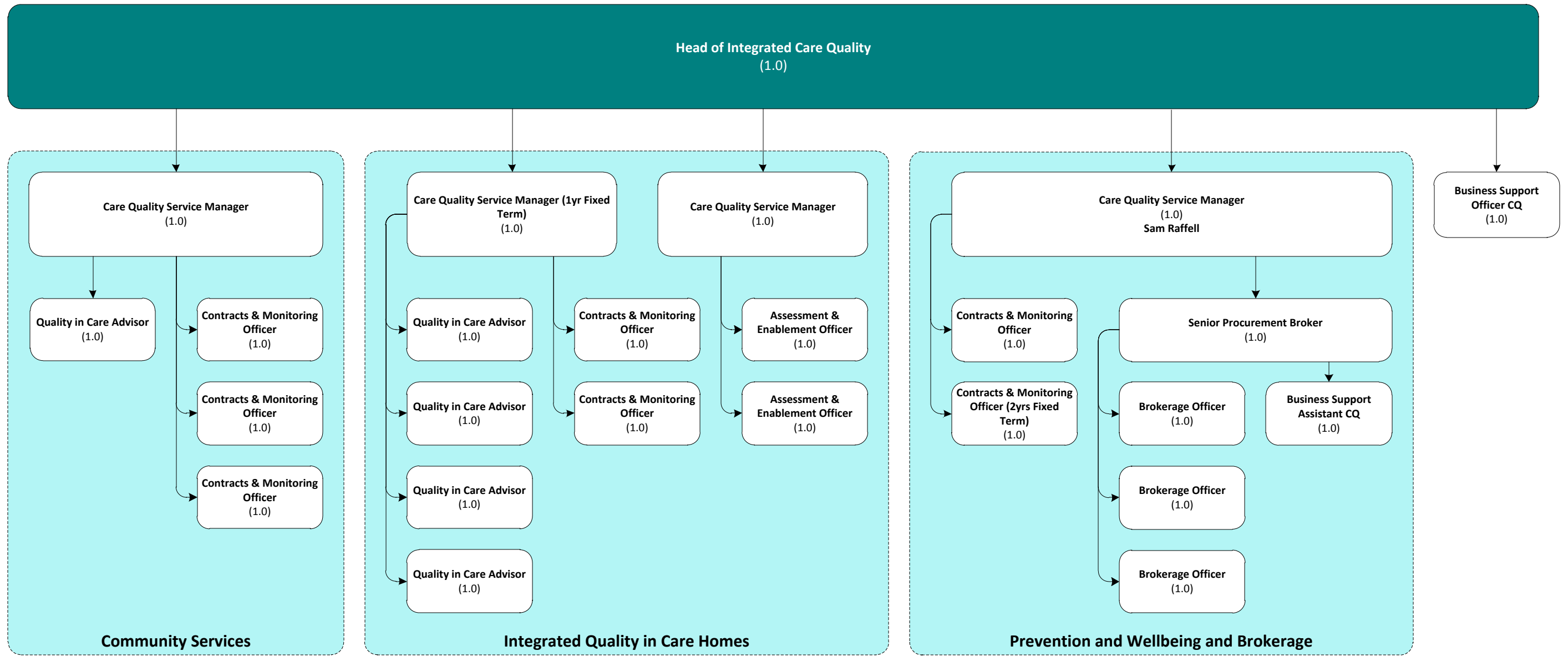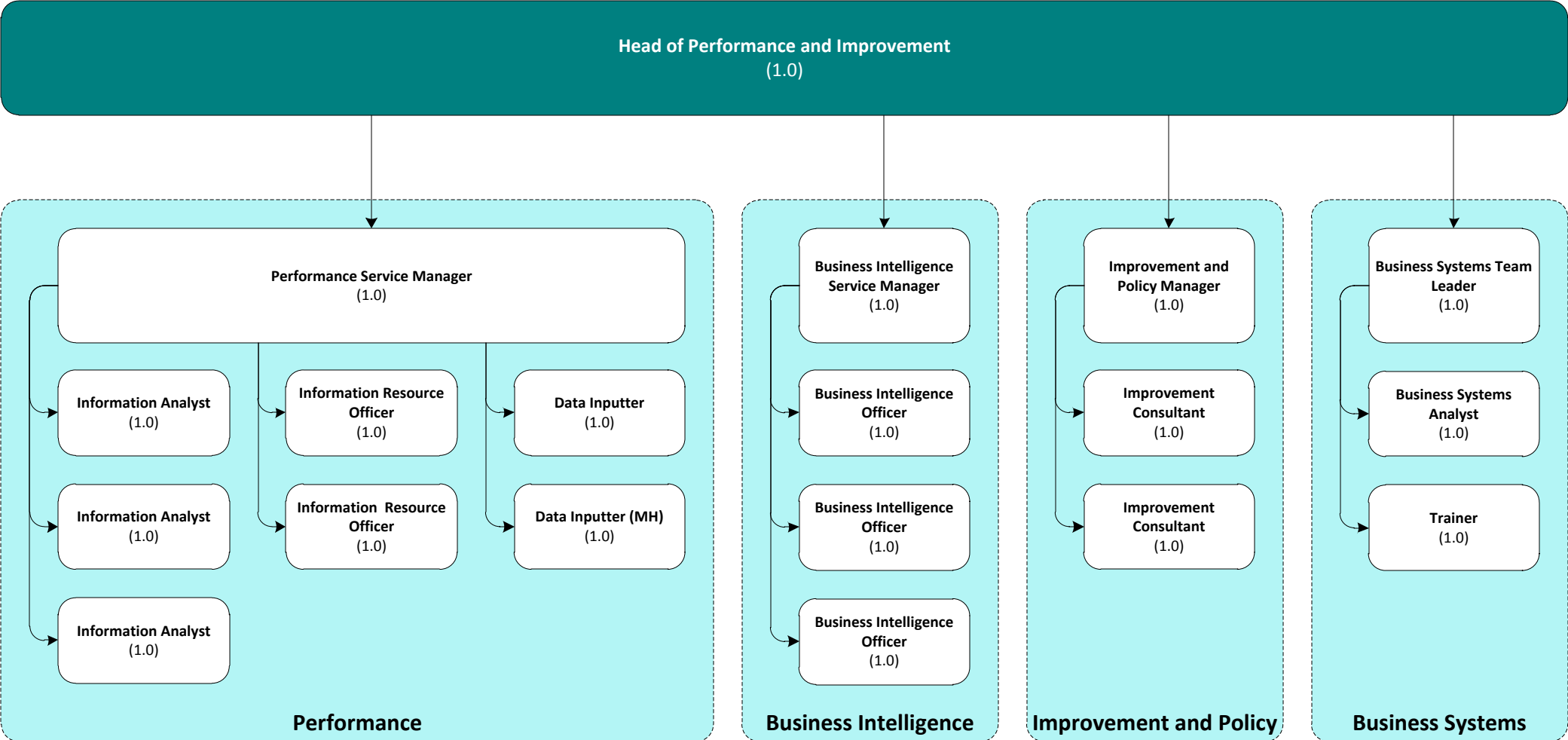**APPENDIX A**
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Assistant Director Adult Social Care
(1.0)

Head of Safeguarding
(0.8)

Safeguarding

Team Leader/ Principal SW Safeguarding
(1.0)

Minute Taker (s.256)
(1.0)

Safeguarding Board Administrator (Care Act Money)
(1.0)

Business Support Safeguarding
(1.0)

Lead Practitioner Safeguarding
(1.0)

Safeguarding Adults Trainer
(0.5)

Minute Taker (s.256)
(1.0)

MCA and DOLS

Team Leader/ Principal SW MCA & DOLS
(1.0)

Lead Practitioner MCA & DOLS
(1.0)

DOLS Co-Ordinator
(1.0)

Lead Practitioner MCA & DOLS
(1.0)

Business Support Officer DOLS
(1.0)

Lead Practitioner MCA & DOLS
(1.0)

Business Support Officer DOLS
(1.0)

Business Support Officer DOLS
(1.0)

Business Support Officer DOLS
(1.0)

Legend

Assistant Director	Head of Service	Teams	Not in LBB establishment	Vacant and/or covered by Agency	Seconded in	Seconded out

Current Structure Chart
Formal consultation on the proposals for the restructure of the Adults & Communities Delivery Unit
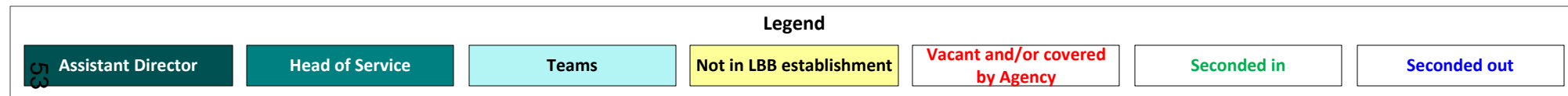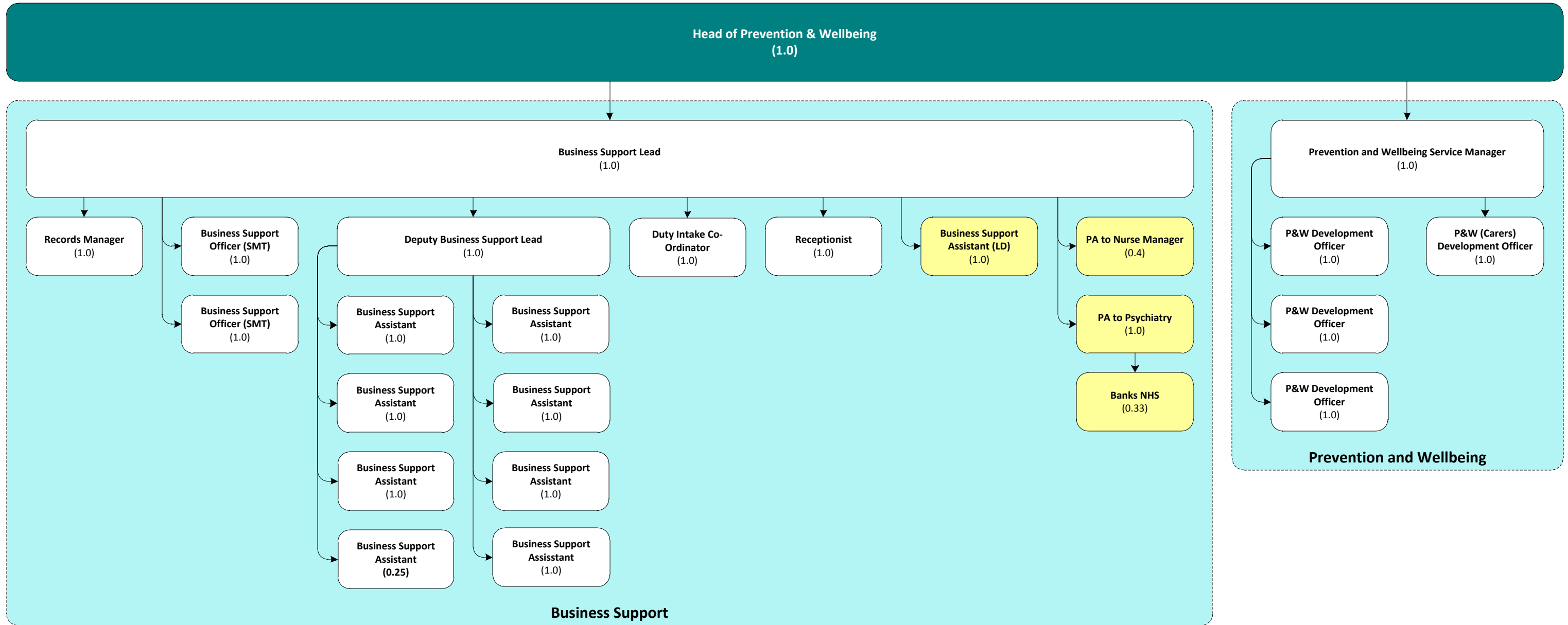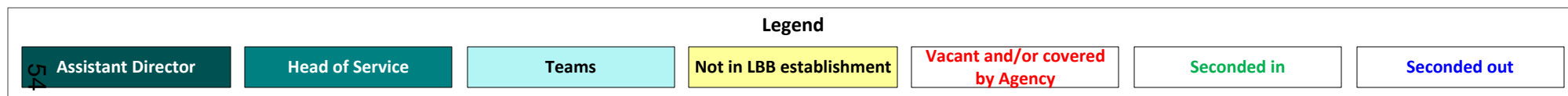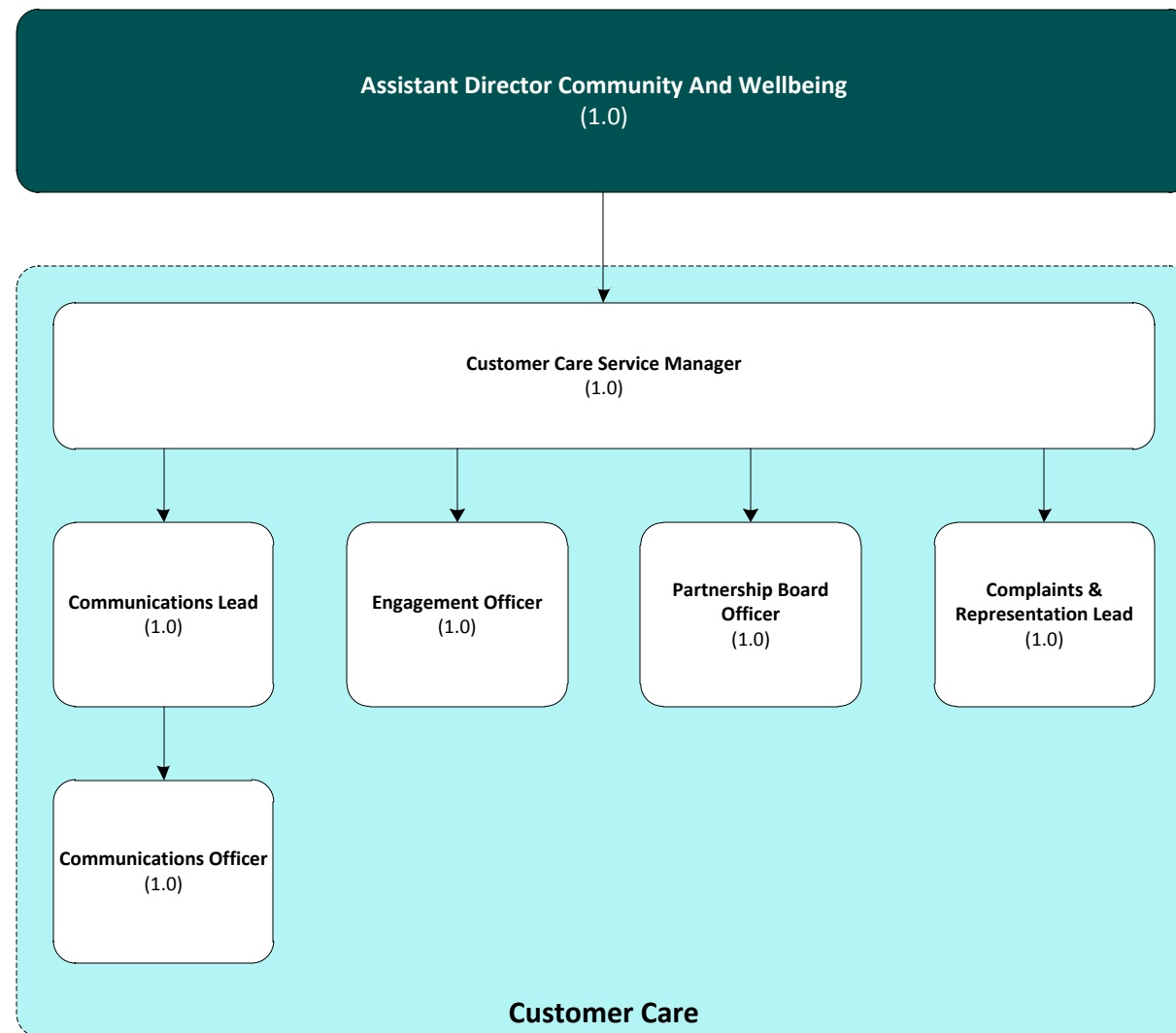**APPENDIX A**
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Assistant Director Adult Social Care
(1.0)

Customer Financial Affairs Service Manager
(1.0)

Community

Team Leader
(1.0)

Deputy Team Leader
(1.0)

Financial Assessment Officer (1.0)

Financial Assessment Officer (1.0)

Financial Assessment Officer (1.0)

Visiting Officer (1.0)

Visiting Officer (1.0)

Supporting Officer (1.0)

Invoice Officer (1.0)

Invoice Officer (1.0)

Direct Payments Monitoring Officer (1.0)

Direct Payments Monitoring Officer (1.0)

Direct Payments Support Officer (1.0)

Supporting Officer (1.0)

Residential

Team Leader
(1.0)

Financial Assessment Officer (1.0)

Financial Assessment Officer Appointee (1.0)

Invoice Officer (1.0)

Deputyship Officer (1.0)

Supporting Officer (1.0)

Property and Protection Officer (1.0)

Legend

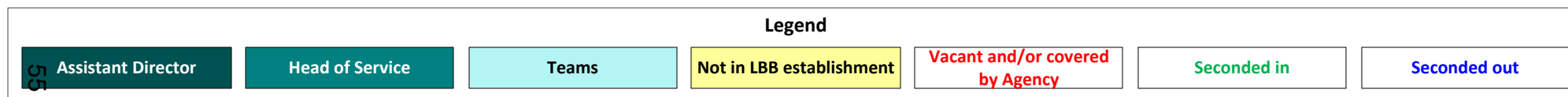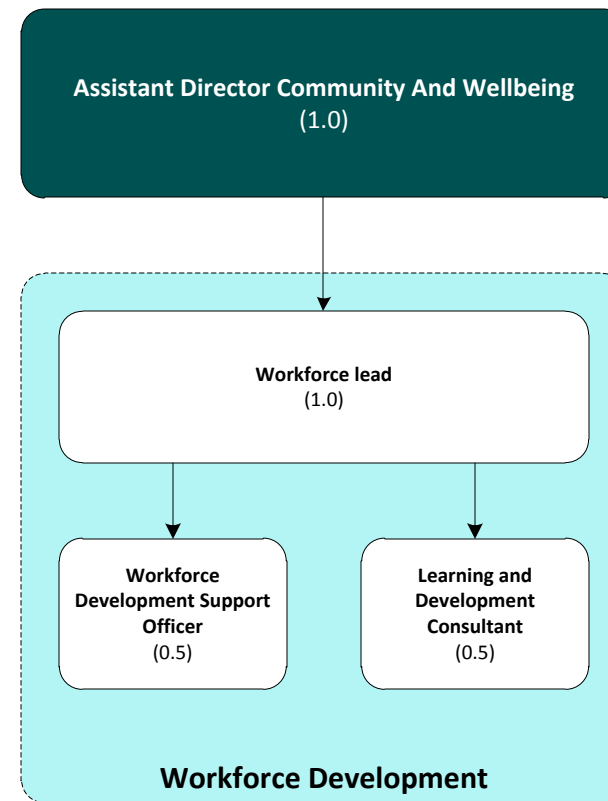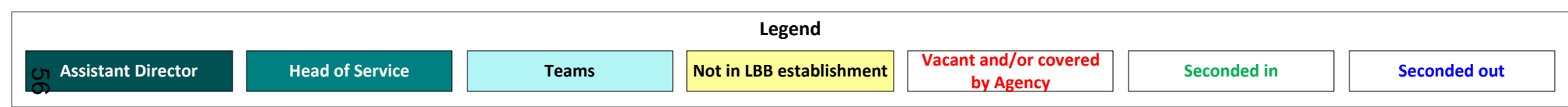| Assistant Director	Head of Service	Teams	Not in LBB establishment	Vacant and/or covered by Agency	Seconded in	Seconded out

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Current Structure Chart
Formal consultation on the proposals for the restructure of the
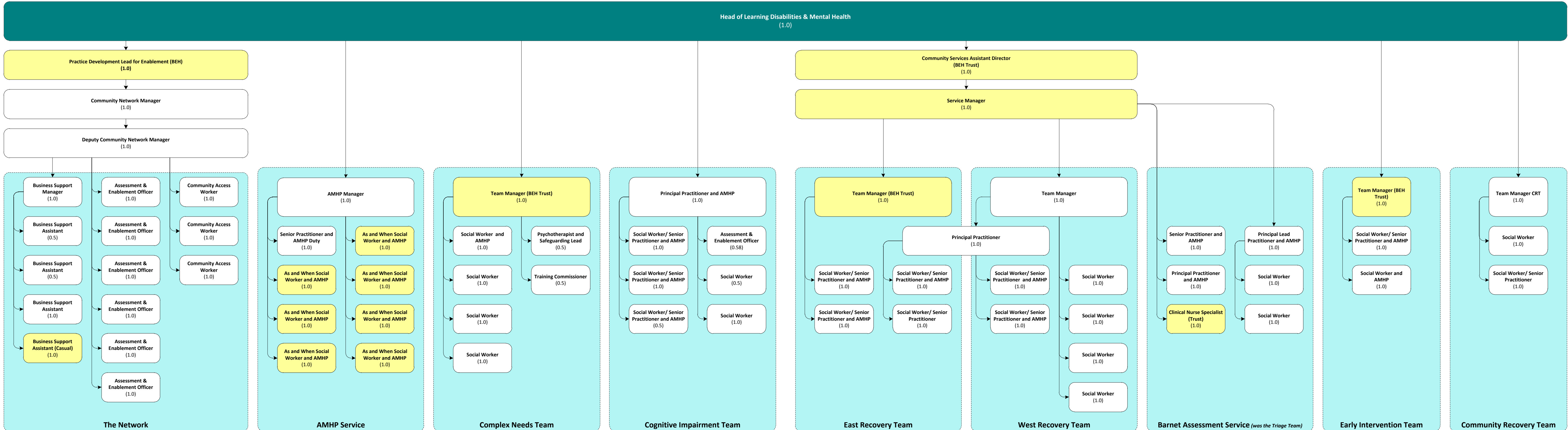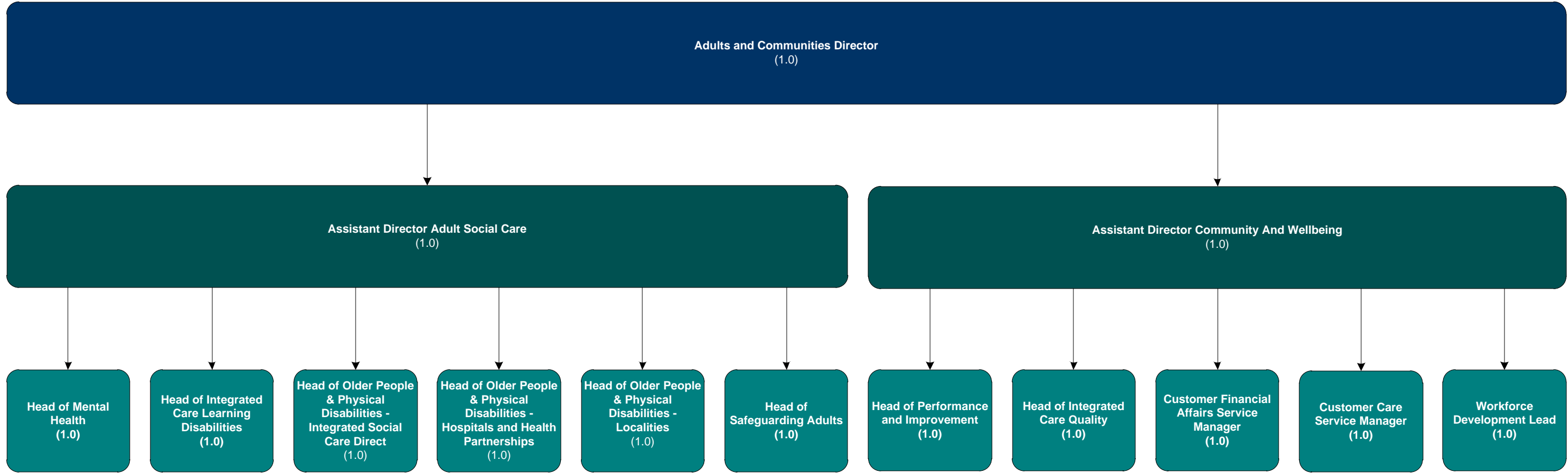**Adults & Communities Delivery Unit**
APPENDIX A
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Head of Integrated Care Quality
(1.0)

Community Services

Care Quality Service Manager
(1.0)

Quality in Care Advisor
(1.0)

Contracts & Monitoring Officer
(1.0)

Contracts & Monitoring Officer
(1.0)

Contracts & Monitoring Officer
(1.0)

Integrated Quality in Care Homes

Care Quality Service Manager (1yr Fixed Term)
(1.0)

Quality in Care Advisor
(1.0)

Quality in Care Advisor
(1.0)

Quality in Care Advisor
(1.0)

Quality in Care Advisor
(1.0)

Contracts & Monitoring Officer
(1.0)

Contracts & Monitoring Officer
(1.0)

Care Quality Service Manager
(1.0)

Assessment & Enablement Officer
(1.0)

Assessment & Enablement Officer
(1.0)

Prevention and Wellbeing and Brokerage

Care Quality Service Manager
(1.0)
Sam Raffell

Contracts & Monitoring Officer
(1.0)

Contracts & Monitoring Officer (2yrs Fixed Term)
(1.0)

Senior Procurement Broker
(1.0)

Brokerage Officer
(1.0)

Brokerage Officer
(1.0)

Brokerage Officer
(1.0)

Business Support Assistant CQ
(1.0)

Business Support Officer CQ
(1.0)

Legend

Assistant Director	Head of Service	Teams	Not in LBB establishment	Vacant and/or covered by Agency	Seconded in	Seconded out

Current Structure Chart
Formal consultation on the proposals for the restructure of the Adults & Communities Delivery Unit
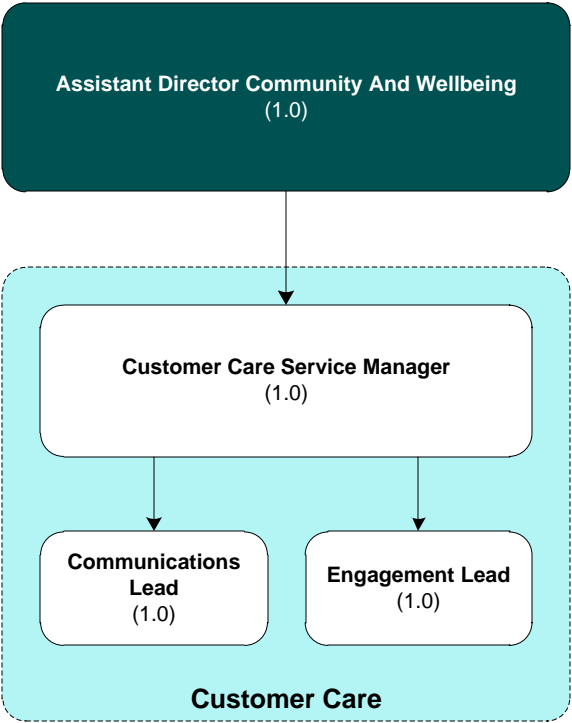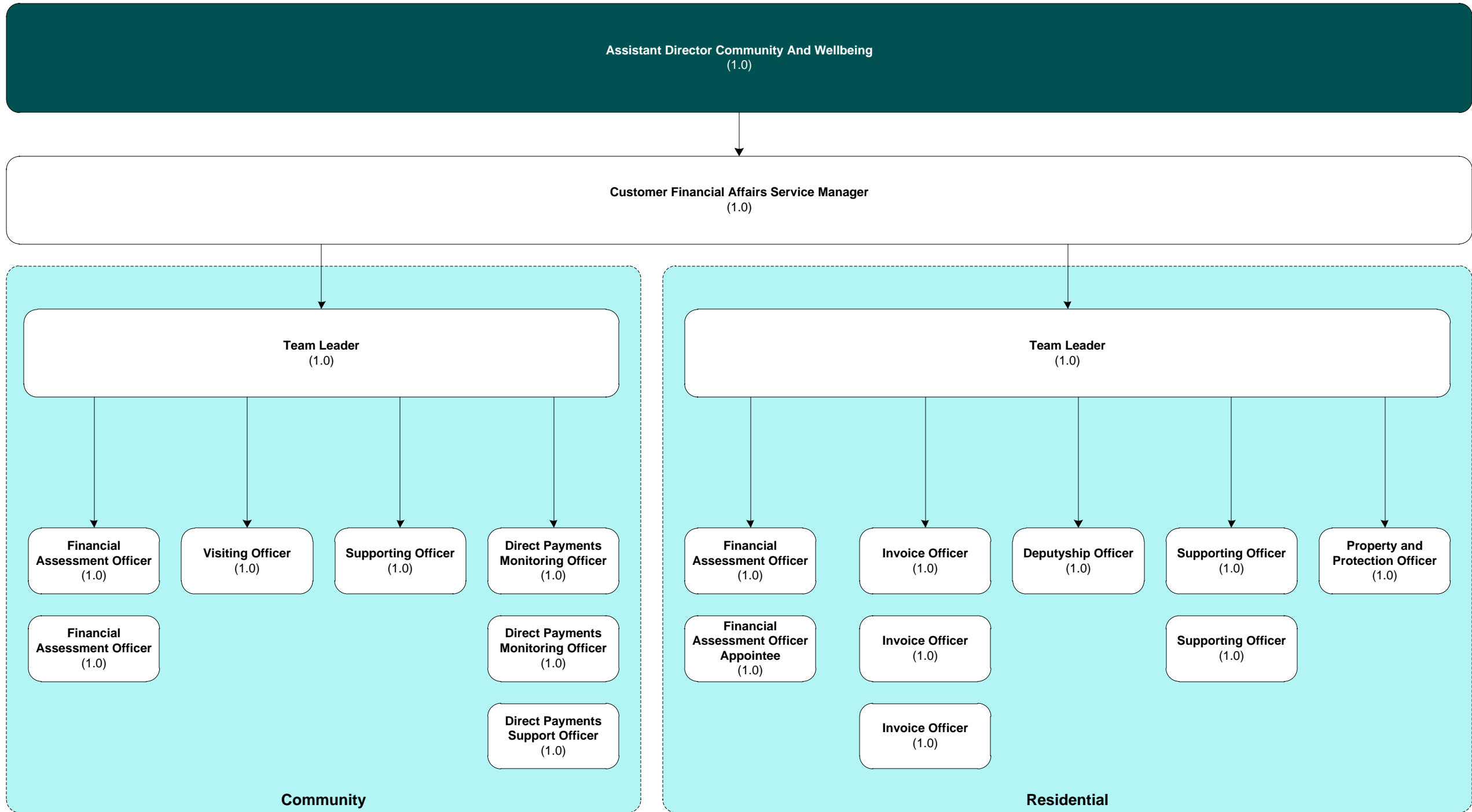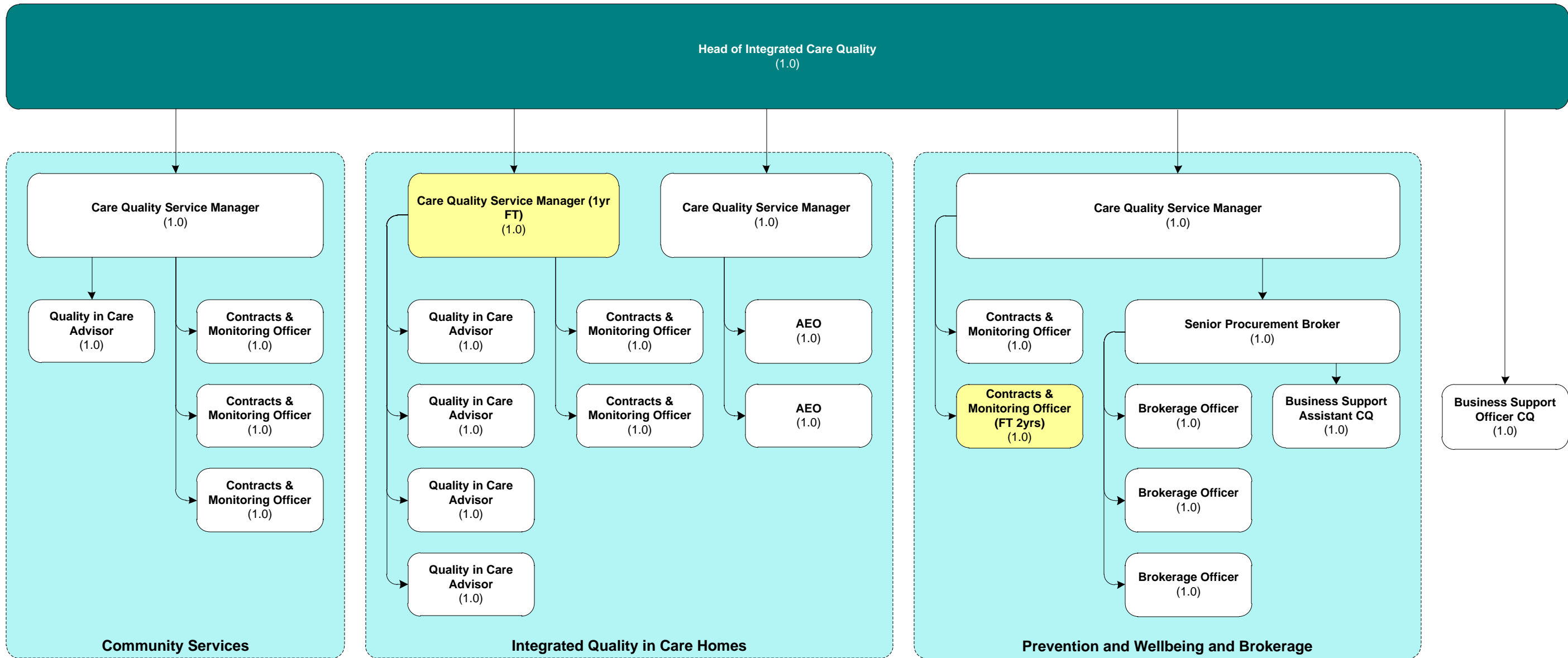**APPENDIX A**
23/11/15 V3.0 Final

Head of Performance and Improvement
(1.0)

Performance

Performance Service Manager
(1.0)

Information Analyst
(1.0)

Information Resource Officer
(1.0)

Data Inputter
(1.0)

Information Analyst
(1.0)

Information Resource Officer
(1.0)

Data Inputter (MH)
(1.0)

Information Analyst
(1.0)

Business Intelligence

Business Intelligence Service Manager
(1.0)

Business Intelligence Officer
(1.0)

Business Intelligence Officer
(1.0)

Business Intelligence Officer
(1.0)

Improvement and Policy

Improvement and Policy Manager
(1.0)

Improvement Consultant
(1.0)

Improvement Consultant
(1.0)

Business Systems

Business Systems Team Leader
(1.0)

Business Systems Analyst
(1.0)

Trainer
(1.0)

Legend

Assistant Director	Head of Service	Teams	Not in LBB establishment	Vacant and/or covered by Agency	Seconded in	Seconded out

Current Structure Chart
Formal consultation on the proposals for the restructure of the Adults & Communities Delivery Unit
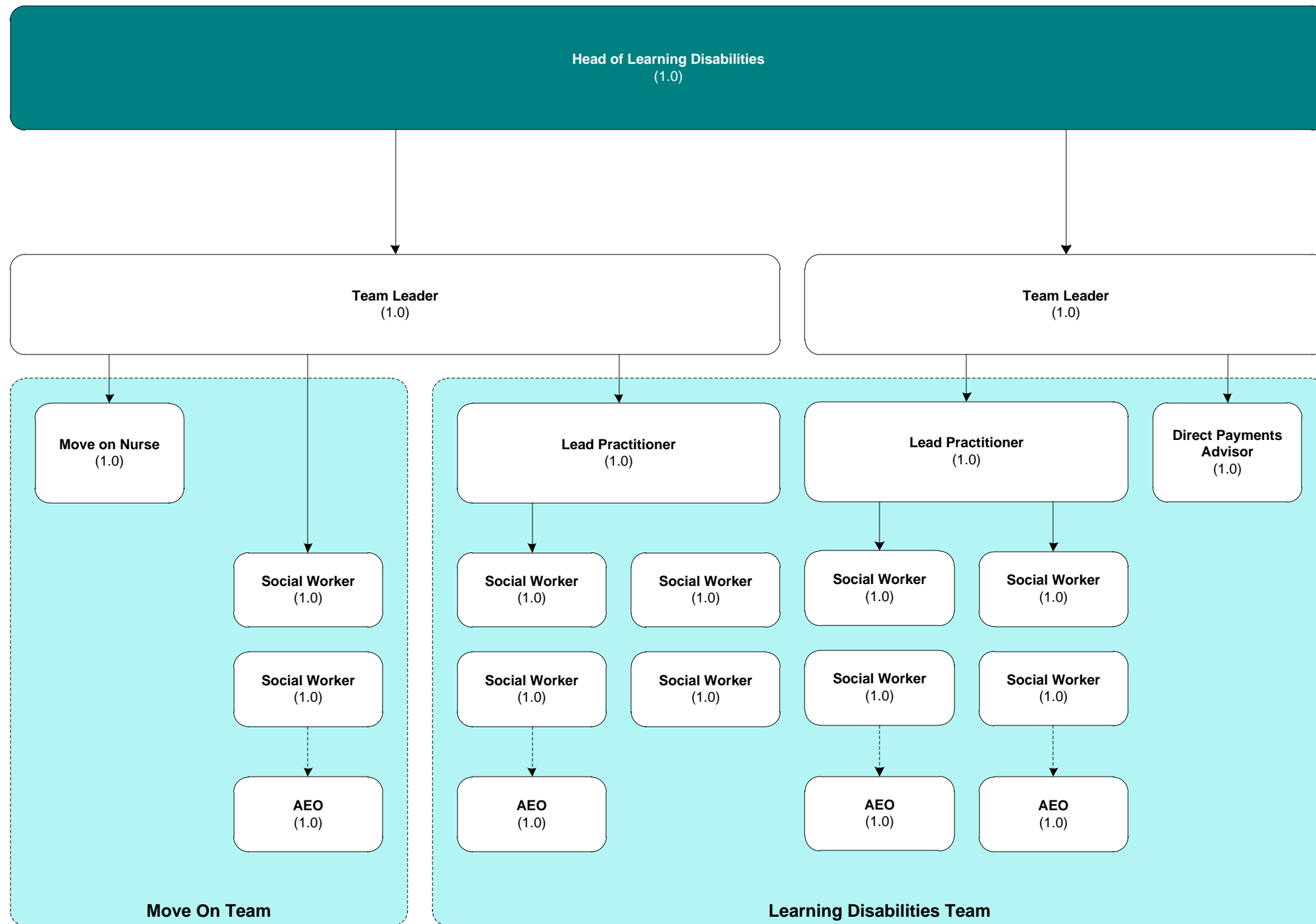**APPENDIX A**
23/11/15 V3.0 Final

Head of Prevention & Wellbeing
(1.0)

Business Support

Business Support Lead
(1.0)

Records Manager
(1.0)

Business Support Officer (SMT)
(1.0)

Business Support Officer (SMT)
(1.0)

Deputy Business Support Lead
(1.0)

Business Support Assistant
(1.0)

Business Support Assistant
(1.0)

Business Support Assistant
(1.0)

Business Support Assistant
(1.0)

Business Support Assistant
(1.0)

Business Support Assistant
(1.0)

Business Support Assistant
(0.25)

Business Support Assisstant
(1.0)

Duty Intake Co-Ordinator
(1.0)

Receptionist
(1.0)

Business Support Assistant (LD)
(1.0)

PA to Nurse Manager
(0.4)

PA to Psychiatry
(1.0)

Banks NHS
(0.33)

Prevention and Wellbeing

Prevention and Wellbeing Service Manager
(1.0)

P&W Development Officer
(1.0)

P&W Development Officer
(1.0)

P&W Development Officer
(1.0)

P&W (Carers) Development Officer
(1.0)

Legend

Assistant Director	Head of Service	Teams	Not in LBB establishment	Vacant and/or covered by Agency	Seconded in	Seconded out

Current Structure Chart
Formal consultation on the proposals for the restructure of the Adults & Communities Delivery Unit
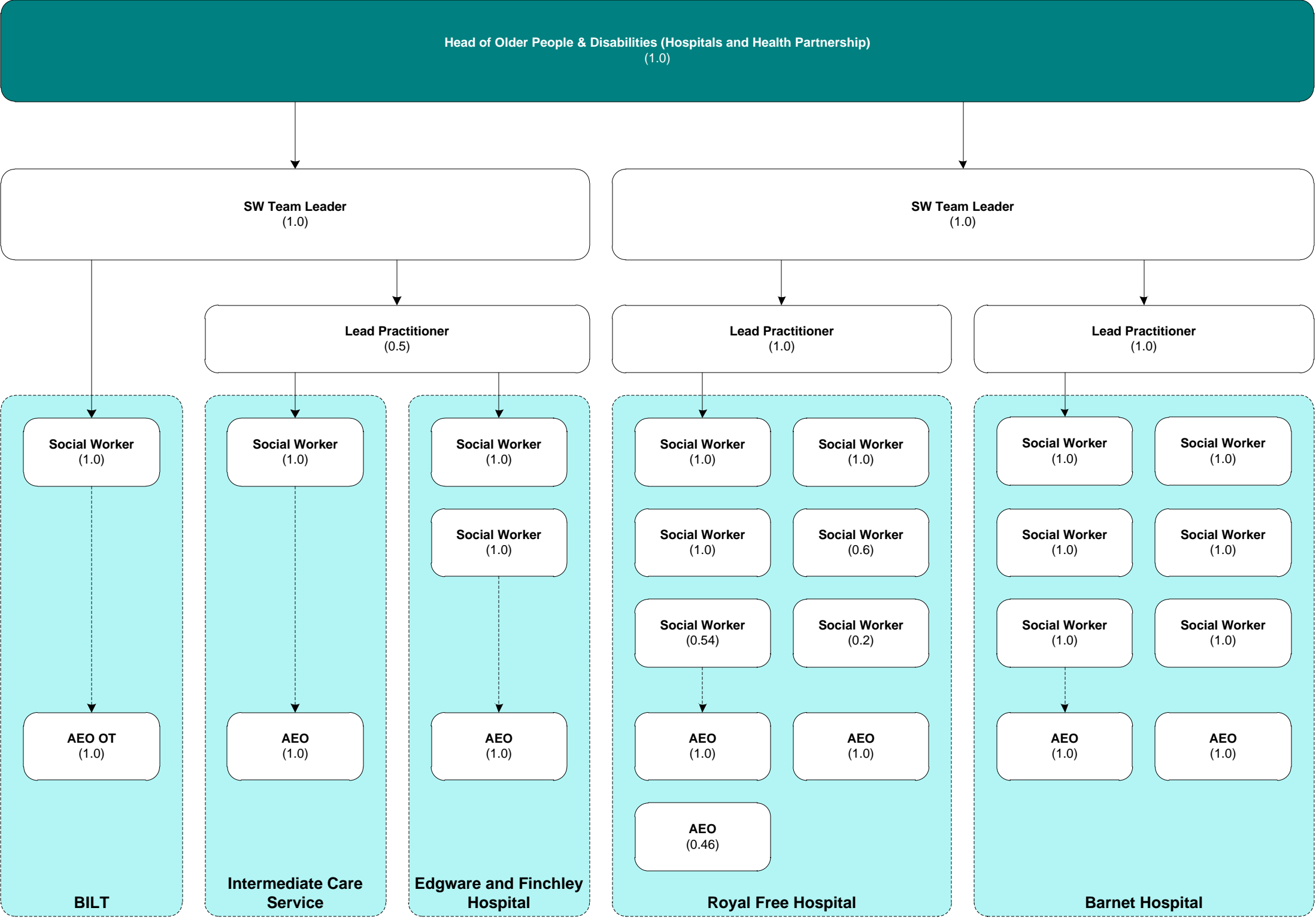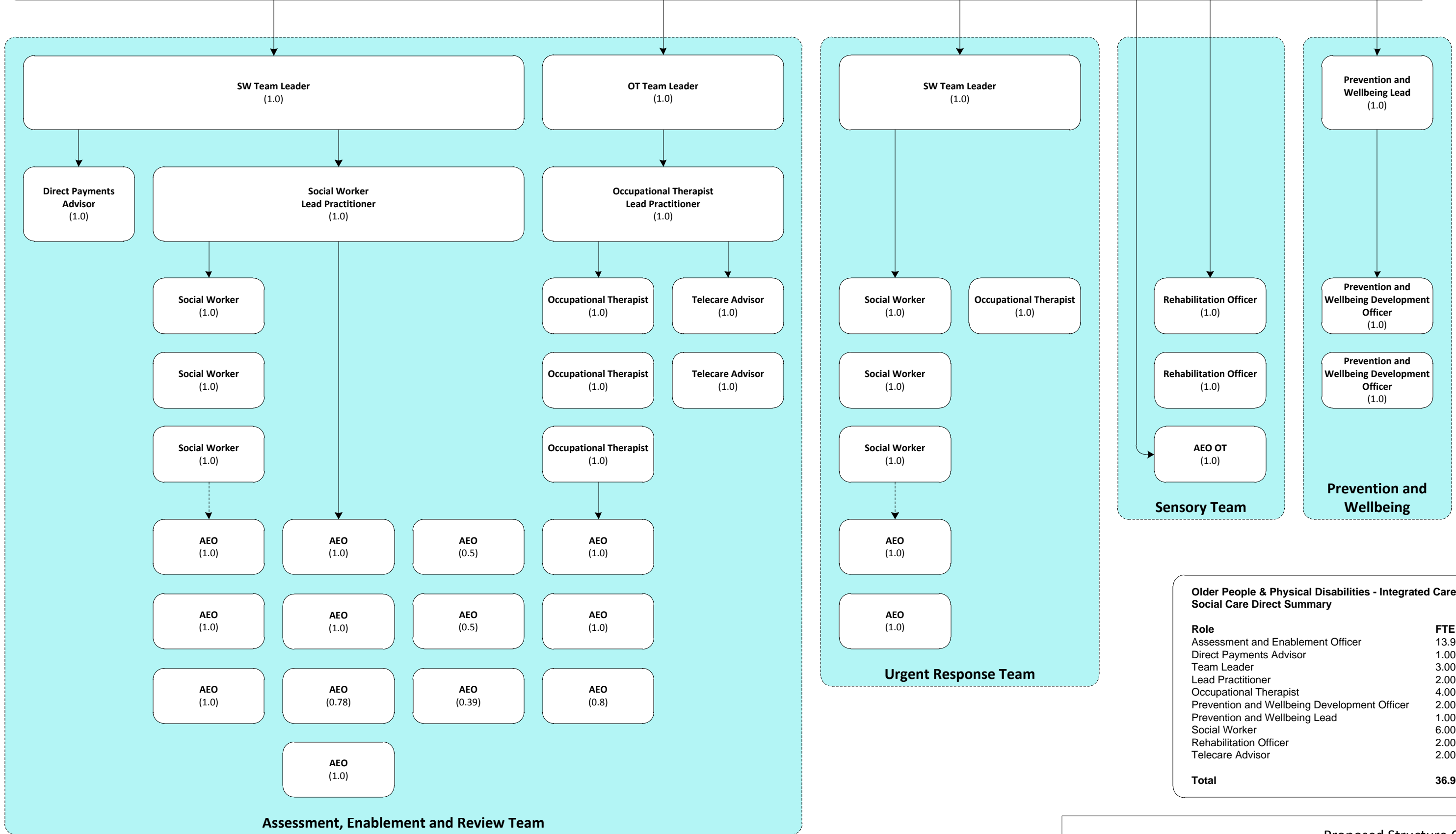**APPENDIX A**
23/11/15 V3.0 Final

Assistant Director Community And Wellbeing
(1.0)

Customer Care

Customer Care Service Manager
(1.0)

Communications Lead
(1.0)

Engagement Officer
(1.0)

Partnership Board Officer
(1.0)

Complaints & Representation Lead
(1.0)

Communications Officer
(1.0)

Legend

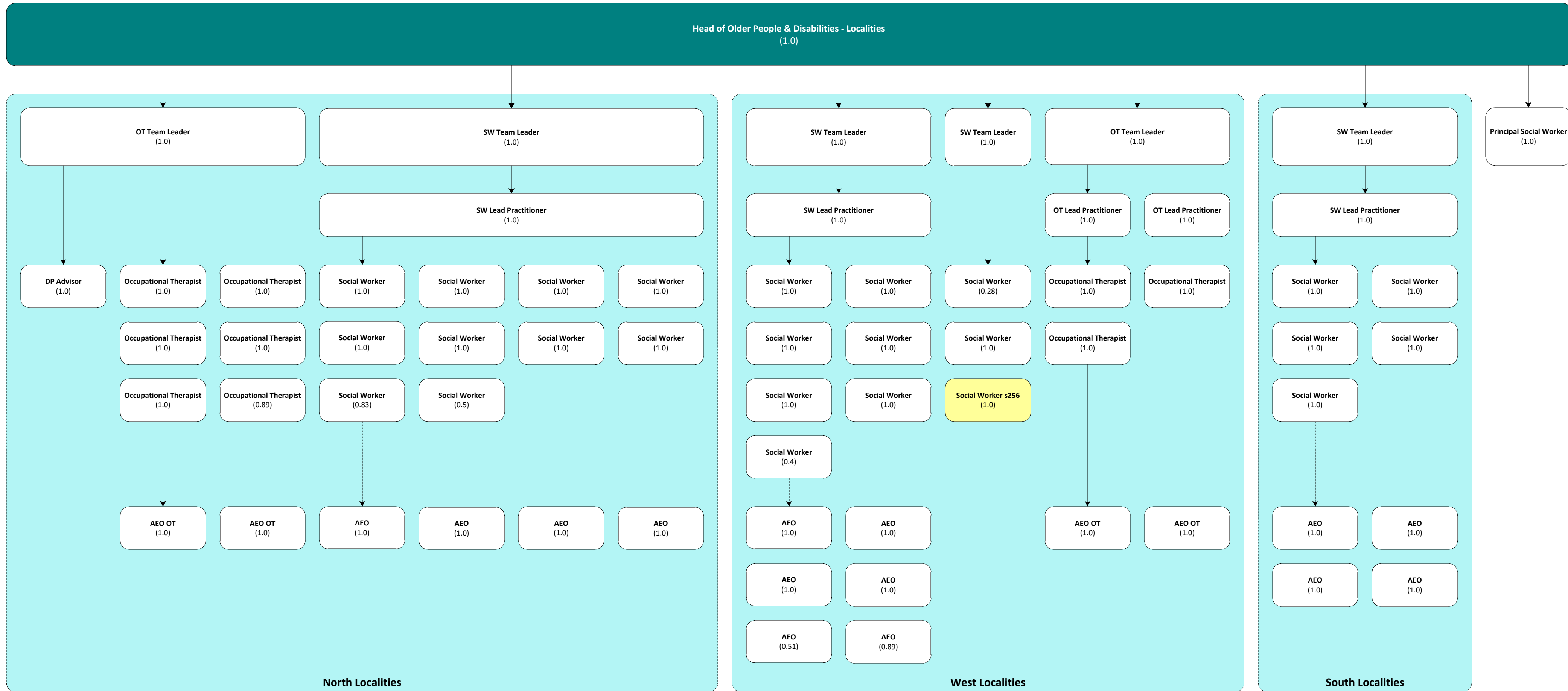| Assistant Director	Head of Service	Teams	Not in LBB establishment	Vacant and/or covered by Agency	Seconded in	Seconded out

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Current Structure Chart
Formal consultation on the proposals for the restructure of the
Adults & Communities Delivery Unit
APPENDIX A
23/11/15 V3.0 Final

Assistant Director Community And Wellbeing
(1.0)

Workforce lead
(1.0)

Workforce Development Support Officer
(0.5)

Learning and Development Consultant
(0.5)

Workforce Development

Legend

| Assistant Director | Head of Service | Teams | Not in LBB establishment | Vacant and/or covered by Agency | Seconded in | Seconded out |

Head of Learning Disabilities & Mental Health
(1.0)

Practice Development Lead for Enablement (BEH)
(1.0)

Community Services Assistant Director
(BEH Trust)
(1.0)

Community Network Manager
(1.0)

Service Manager
(1.0)

Deputy Community Network Manager
(1.0)

The Network

Business Support Manager
(1.0)

Business Support Assistant
(0.5)

Business Support Assistant
(0.5)

Business Support Assistant
(1.0)

Business Support Assistant (Casual)
(1.0)

Assessment & Enablement Officer
(1.0)

Assessment & Enablement Officer
(1.0)

Assessment & Enablement Officer
(1.0)

Assessment & Enablement Officer
(1.0)

Assessment & Enablement Officer
(1.0)

Assessment & Enablement Officer
(1.0)

Community Access Worker
(1.0)

Community Access Worker
(1.0)

Community Access Worker
(1.0)

AMHP Service

AMHP Manager
(1.0)

Senior Practitioner and AMHP Duty
(1.0)

As and When Social Worker and AMHP
(1.0)

As and When Social Worker and AMHP
(1.0)

As and When Social Worker and AMHP
(1.0)

As and When Social Worker and AMHP
(1.0)

As and When Social Worker and AMHP
(1.0)

As and When Social Worker and AMHP
(1.0)

As and When Social Worker and AMHP
(1.0)

Complex Needs Team

Team Manager (BEH Trust)
(1.0)

Social Worker and AMHP
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Psychotherapist and Safeguarding Lead
(0.5)

Training Commissioner
(0.5)

Cognitive Impairment Team

Principal Practitioner and AMHP
(1.0)

Social Worker/ Senior Practitioner and AMHP
(1.0)

Social Worker/ Senior Practitioner and AMHP
(1.0)

Social Worker/ Senior Practitioner and AMHP
(0.5)

Assessment & Enablement Officer
(0.58)

Social Worker
(0.5)

Social Worker
(1.0)

East Recovery Team

Team Manager (BEH Trust)
(1.0)

Social Worker/ Senior Practitioner and AMHP
(1.0)

Social Worker/ Senior Practitioner and AMHP
(1.0)

Social Worker/ Senior Practitioner and AMHP
(1.0)

Social Worker/ Senior Practitioner and AMHP
(1.0)

West Recovery Team

Team Manager
(1.0)

Principal Practitioner
(1.0)

Social Worker/ Senior Practitioner and AMHP
(1.0)

Social Worker/ Senior Practitioner and AMHP
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Barnet Assessment Service *(was the Triage Team)*

Senior Practitioner and AMHP
(1.0)

Principal Practitioner and AMHP
(1.0)

Clinical Nurse Specialist (Trust)
(1.0)

Principal Lead Practitioner and AMHP
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Early Intervention Team

Team Manager (BEH Trust)
(1.0)

Social Worker/ Senior Practitioner and AMHP
(1.0)

Social Worker and AMHP
(1.0)

Community Recovery Team

Team Manager CRT
(1.0)

Social Worker
(1.0)

Social Worker/ Senior Practitioner
(1.0)

Legend

Assistant Director	Head of Service	Teams	Not in LBB establishment	Vacant and/or covered by Agency	Seconded in	Seconded out

Current Structure Chart
Formal consultation on the proposals for the restructure of the
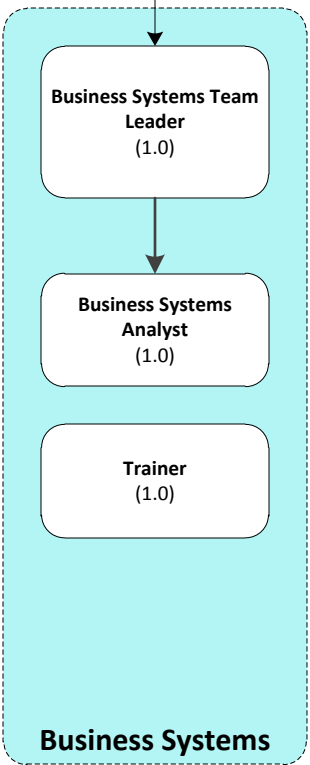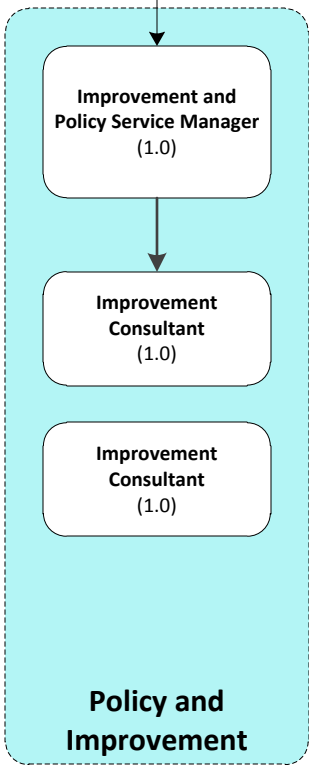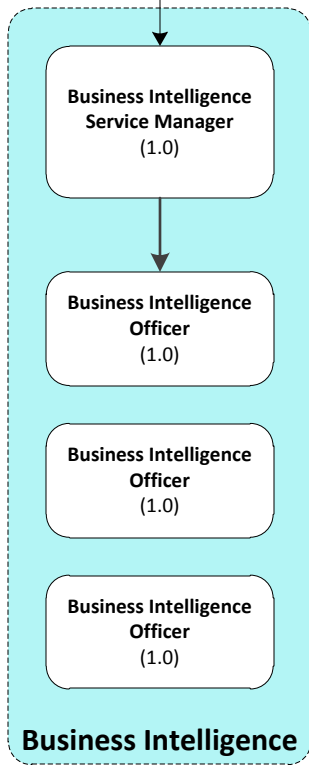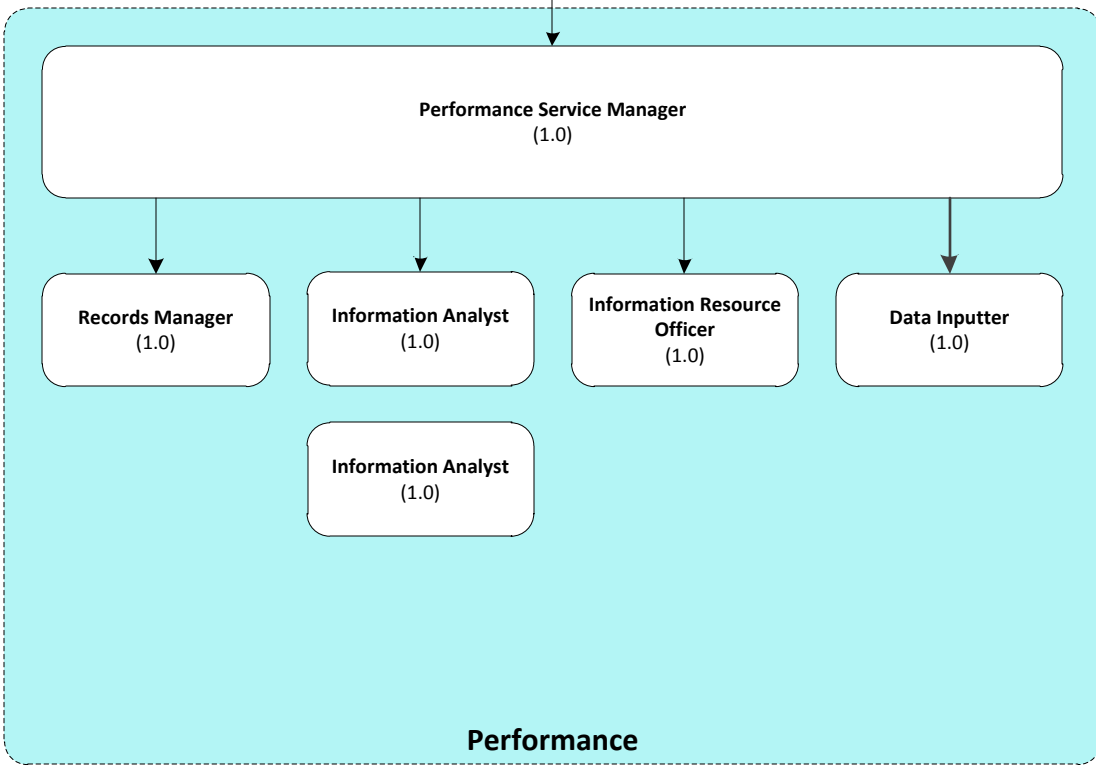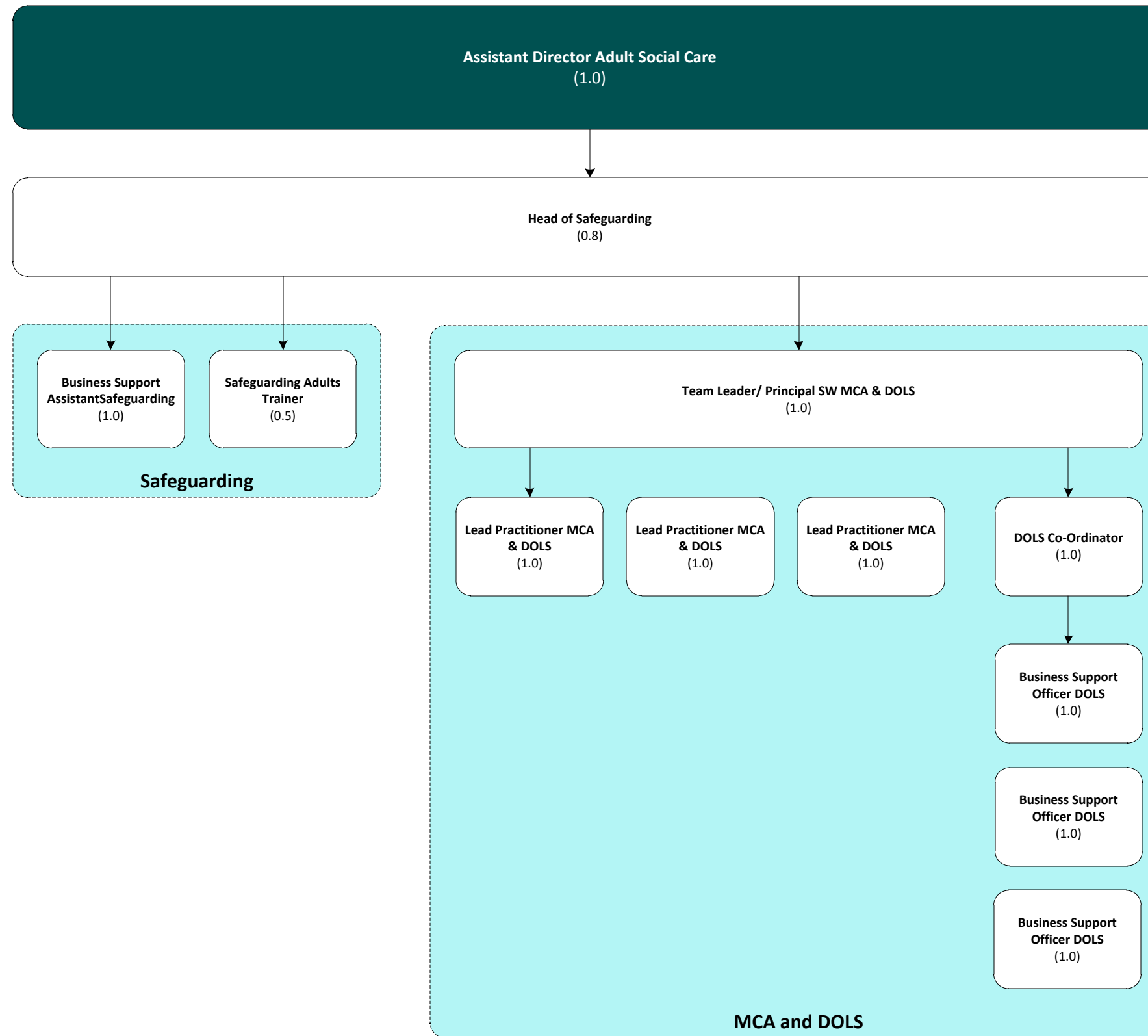**Adults & Communities Delivery Unit**
APPENDIX A
23/11/15 V3.0 Final

Adults and Communities Director
(1.0)

Assistant Director Adult Social Care
(1.0)

Assistant Director Community And Wellbeing
(1.0)

Head of Mental Health
(1.0)

Head of Integrated Care Learning Disabilities
(1.0)

Head of Older People & Physical Disabilities - Integrated Social Care Direct
(1.0)

Head of Older People & Physical Disabilities - Hospitals and Health Partnerships
(1.0)

Head of Older People & Physical Disabilities - Localities
(1.0)

Head of Safeguarding Adults
(1.0)

Head of Performance and Improvement
(1.0)

Head of Integrated Care Quality
(1.0)

Customer Financial Affairs Service Manager
(1.0)

Customer Care Service Manager
(1.0)

Workforce Development Lead
(1.0)

Proposed Structure Chart
Formal consultation on the proposals for the restructure of the
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Assistant Director Community And Wellbeing
(1.0)

Customer Care Service Manager
(1.0)

Communications Lead
(1.0)

Engagement Lead
(1.0)

Customer Care

Customer Care Summary

Role	FTE
Communications Lead	1.00
Engagement Officer	1.00
Service Manager	1.00
Total	**3.00**

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Proposed Structure Chart
Formal consultation on the proposals for the restructure of the
Adults & Communities Delivery Unit
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Assistant Director Community And Wellbeing
(1.0)

Customer Financial Affairs Service Manager
(1.0)

Community

Team Leader
(1.0)

Financial Assessment Officer
(1.0)

Visiting Officer
(1.0)

Supporting Officer
(1.0)

Direct Payments Monitoring Officer
(1.0)

Financial Assessment Officer
(1.0)

Direct Payments Monitoring Officer
(1.0)

Direct Payments Support Officer
(1.0)

Residential

Team Leader
(1.0)

Financial Assessment Officer
(1.0)

Invoice Officer
(1.0)

Deputyship Officer
(1.0)

Supporting Officer
(1.0)

Property and Protection Officer
(1.0)

Financial Assessment Officer Appointee
(1.0)

Invoice Officer
(1.0)

Supporting Officer
(1.0)

Invoice Officer
(1.0)

Customer Financial Affairs Summary

Role	FTE
Direct Payments Officer	3.00
Deputyship Officer	1.00
Financial Assessment Officer	4.00
Invoice Officer	3.00
Property and protection Officer	1.00
Team Leader	2.00
Supporting Officer	3.00
Visiting Officer	1.00
Total	**18.00**

Proposed Structure Chart
Formal consultation on the proposals for the restructure of the
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Head of Integrated Care Quality
(1.0)

Community Services

Care Quality Service Manager
(1.0)

- **Quality in Care Advisor** (1.0)
- **Contracts & Monitoring Officer** (1.0)
- **Contracts & Monitoring Officer** (1.0)
- **Contracts & Monitoring Officer** (1.0)

Integrated Quality in Care Homes

Care Quality Service Manager (1yr FT)
(1.0)

- **Quality in Care Advisor** (1.0)
- **Quality in Care Advisor** (1.0)
- **Quality in Care Advisor** (1.0)
- **Quality in Care Advisor** (1.0)
- **Contracts & Monitoring Officer** (1.0)
- **Contracts & Monitoring Officer** (1.0)

Care Quality Service Manager
(1.0)

- **AEO** (1.0)
- **AEO** (1.0)

Prevention and Wellbeing and Brokerage

Care Quality Service Manager
(1.0)

- **Contracts & Monitoring Officer** (1.0)
- **Contracts & Monitoring Officer (FT 2yrs)** (1.0)
- **Senior Procurement Broker** (1.0)
  - **Brokerage Officer** (1.0)
  - **Brokerage Officer** (1.0)
  - **Brokerage Officer** (1.0)
  - **Business Support Assistant CQ** (1.0)

Business Support Officer CQ
(1.0)

Integrated Care Quality Summary

Role	FTE
Assessment and Enablement Officer	2.00
Brokerage Officer	3.00
Business Support Assistant (CQ)	1.00
Business Support Officer (CQ)	1.00
Care Quality Service Manager	3.00
Contracts and Monitoring Officer	6.00
Quality in Care Advisor	5.00
Senior Procurement Broker	1.00
Total	**22.00**

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Formal consultation on the proposals for the restructure of the Adults & Communities Delivery Unit
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Head of Learning Disabilities
(1.0)

Team Leader
(1.0)

Team Leader
(1.0)

Move On Team

Move on Nurse
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

AEO
(1.0)

Learning Disabilities Team

Lead Practitioner
(1.0)

Lead Practitioner
(1.0)

Direct Payments Advisor
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

Social Worker
(1.0)

AEO
(1.0)

AEO
(1.0)

AEO
(1.0)

AEO
(1.0)

Integrated Care Learning Disabilities Summary

Role	FTE
Assessment and Enablement Officer	4.00 (3 to be added)
Direct Payments Advisor	1.00
Lead Practitioner	2.00
Move on Nurse	1.00
Team Leader	2.00
Social Worker	10.00 (3 to be deleted)
Total	**20.00**

Proposed Structure Chart
Formal consultation on the proposals for the restructure of the
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Head of Older People & Disabilities (Hospitals and Health Partnership)
(1.0)

SW Team Leader
(1.0)

SW Team Leader
(1.0)

Lead Practitioner
(0.5)

Lead Practitioner
(1.0)

Lead Practitioner
(1.0)

BILT
- Social Worker (1.0)
- AEO OT (1.0)

Intermediate Care Service
- Social Worker (1.0)
- AEO (1.0)

Edgware and Finchley Hospital
- Social Worker (1.0)
- Social Worker (1.0)
- AEO (1.0)

Royal Free Hospital
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (0.54)
- Social Worker (0.6)
- Social Worker (0.2)
- AEO (1.0)
- AEO (1.0)
- AEO (0.46)

Barnet Hospital
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- AEO (1.0)
- AEO (1.0)

Older People & Physical Disabilities – Hospitals and Health Partnership Summary

Role	FTE
Assessment and Enablement Officer	7.46 (2.54 to be added)
Lead Practitioner (SW)	2.50
Social Worker	14.34 (4.54 to be deleted)
Team Leader (SW)	2.00
Total	**26.30 (2 posts to be deleted)**

Proposed Structure Chart
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Head of Older People & Physical Disabilities – Integrated Social Care Direct
(1.0)

Assessment, Enablement and Review Team

SW Team Leader (1.0)

OT Team Leader (1.0)

Direct Payments Advisor (1.0)

Social Worker Lead Practitioner (1.0)

Occupational Therapist Lead Practitioner (1.0)

Social Worker (1.0)

Occupational Therapist (1.0)

Telecare Advisor (1.0)

Social Worker (1.0)

Occupational Therapist (1.0)

Telecare Advisor (1.0)

Social Worker (1.0)

Occupational Therapist (1.0)

AEO (1.0)

AEO (1.0)

AEO (0.5)

AEO (1.0)

AEO (1.0)

AEO (1.0)

AEO (0.5)

AEO (1.0)

AEO (1.0)

AEO (0.78)

AEO (0.39)

AEO (0.8)

AEO (1.0)

Urgent Response Team

SW Team Leader (1.0)

Social Worker (1.0)

Occupational Therapist (1.0)

Social Worker (1.0)

Social Worker (1.0)

AEO (1.0)

AEO (1.0)

Sensory Team

Rehabilitation Officer (1.0)

Rehabilitation Officer (1.0)

AEO OT (1.0)

Prevention and Wellbeing

Prevention and Wellbeing Lead (1.0)

Prevention and Wellbeing Development Officer (1.0)

Prevention and Wellbeing Development Officer (1.0)

Older People & Physical Disabilities - Integrated Care Social Care Direct Summary

Role	FTE
Assessment and Enablement Officer	13.97
Direct Payments Advisor	1.00
Team Leader	3.00
Lead Practitioner	2.00
Occupational Therapist	4.00
Prevention and Wellbeing Development Officer	2.00
Prevention and Wellbeing Lead	1.00
Social Worker	6.00
Rehabilitation Officer	2.00
Telecare Advisor	2.00
Total	**36.97**

Proposed Structure Chart
Formal consultation on the proposals for the restructure of the
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Head of Older People & Disabilities - Localities
(1.0)

North Localities

OT Team Leader (1.0)

SW Team Leader (1.0)

SW Lead Practitioner (1.0)

- DP Advisor (1.0)
- Occupational Therapist (1.0)
- Occupational Therapist (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)

- Occupational Therapist (1.0)
- Occupational Therapist (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)

- Occupational Therapist (1.0)
- Occupational Therapist (0.89)
- Social Worker (0.83)
- Social Worker (0.5)

- AEO OT (1.0)
- AEO OT (1.0)
- AEO (1.0)
- AEO (1.0)
- AEO (1.0)
- AEO (1.0)

West Localities

SW Team Leader (1.0)

SW Team Leader (1.0)

OT Team Leader (1.0)

SW Lead Practitioner (1.0)

OT Lead Practitioner (1.0)

OT Lead Practitioner (1.0)

- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (0.28)
- Occupational Therapist (1.0)
- Occupational Therapist (1.0)

- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker (1.0)
- Occupational Therapist (1.0)

- Social Worker (1.0)
- Social Worker (1.0)
- Social Worker s256 (1.0)

- Social Worker (0.4)

- AEO (1.0)
- AEO (1.0)
- AEO OT (1.0)
- AEO OT (1.0)

- AEO (1.0)
- AEO (1.0)

- AEO (0.51)
- AEO (0.89)

South Localities

SW Team Leader (1.0)

SW Lead Practitioner (1.0)

- Social Worker (1.0)
- Social Worker (1.0)

- Social Worker (1.0)
- Social Worker (1.0)

- Social Worker (1.0)

- AEO (1.0)
- AEO (1.0)

- AEO (1.0)
- AEO (1.0)

Principal Social Worker (1.0)

Older People & Physical Disabilities - Localities Summary

Role	FTE
Assessment and Enablement Officer	17.40 (0.49 to be added)
Direct Payments Advisor	1.00
Lead Practitioner	5.00
Occupational Therapist	8.89
Principal Social Worker	1.00
Social Worker	22.01 (4.49 to be deleted)
Team Leader	6.00
Total	**61.30 (4.0 to be deleted)**

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Head of Performance and Improvement
(1.0)

Business Support

Business Support Lead (1.0)

- **Business Support Officer (SMT)** (1.0)
- **Business Support Officer (SMT)** (1.0)
- **Business Support Officer (LD)** (1.0)
- **Business Support Assistant (LD)** (1.0)
- **Deputy Business Support Lead** (1.0)
- **Business Support Assistant** (1.0)
- **Business Support Assistant** (1.0)
- **Business Support Assistant** (1.0)
- **Business Support Assistant** (0.25)
- **Business Support Assistant** (1.0)
- **Business Support Assistant** (1.0)
- **Business Support Assistant** (1.0)
- **Business Support Assisstant** (1.0)

Performance

Performance Service Manager (1.0)

- **Records Manager** (1.0)
- **Information Analyst** (1.0)
- **Information Analyst** (1.0)
- **Information Resource Officer** (1.0)
- **Data Inputter** (1.0)

Business Intelligence

Business Intelligence Service Manager (1.0)

- **Business Intelligence Officer** (1.0)
- **Business Intelligence Officer** (1.0)
- **Business Intelligence Officer** (1.0)

Policy and Improvement

Improvement and Policy Service Manager (1.0)

- **Improvement Consultant** (1.0)
- **Improvement Consultant** (1.0)

Business Systems

Business Systems Team Leader (1.0)

- **Business Systems Analyst** (1.0)
- **Trainer** (1.0)

Performance and Improvement Summary

Role	FTE
Business Intelligence Officer	
Business Support Assistant	8.25
Business Support Officer	3.00
Business Support Lead	1.00
Business Systems Analyst	1.00
Data Inputter	1.00
Deputy Business Support Lead	1.00
Improvement Consultant	2.00
Information Analyst	2.00
Information Resource Officer	1.00
Records Manager	1.00
Service Manager	3.00
Team Leader	1.00
Trainer	1.00
Total	**27.25**

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Formal consultation on the proposals for the restructure of the Adults & Communities Delivery Unit
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Assistant Director Adult Social Care
(1.0)

Head of Safeguarding
(0.8)

Safeguarding

Business Support Assistant Safeguarding
(1.0)

Safeguarding Adults Trainer
(0.5)

MCA and DOLS

Team Leader/ Principal SW MCA & DOLS
(1.0)

Lead Practitioner MCA & DOLS
(1.0)

Lead Practitioner MCA & DOLS
(1.0)

Lead Practitioner MCA & DOLS
(1.0)

DOLS Co-Ordinator
(1.0)

Business Support Officer DOLS
(1.0)

Business Support Officer DOLS
(1.0)

Business Support Officer DOLS
(1.0)

Safeguarding Adults Summary

Role	FTE
Business Support Assistant (Safeguarding)	1.00
Business Support Officer (DOLS)	3.00
DOLS Coordinator	1.00
Lead Practitioner MCA DOLS	3.00
Safeguarding Adults Trainer	0.50
Team Leader Principal Social Worker	1.00
Total	**9.50**

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```
┌─────────────────────────────────────────────┐
│                                               │
│   Assistant Director Community And Wellbeing  │
│                    (1.0)                      │
│                                               │
└─────────────────────────────────────────────┘
                      │
                      ▼
┌─────────────────────────────────────────────────┐
│  ┌──────────────────────────────────────────┐   │
│  │              Workforce lead               │   │
│  │                  (1.0)                     │   │
│  └──────────────────────────────────────────┘   │
│          │                      │                 │
│          ▼                      ▼                 │
│  ┌──────────────┐      ┌──────────────┐          │
│  │   Workforce  │      │ Learning and │          │
│  │  Development │      │ Development  │          │
│  │Support Officer│     │  Consultant  │          │
│  │    (0.5)     │      │    (0.5)     │          │
│  └──────────────┘      └──────────────┘          │
│                                                   │
│             Workforce Development                 │
└─────────────────────────────────────────────────┘
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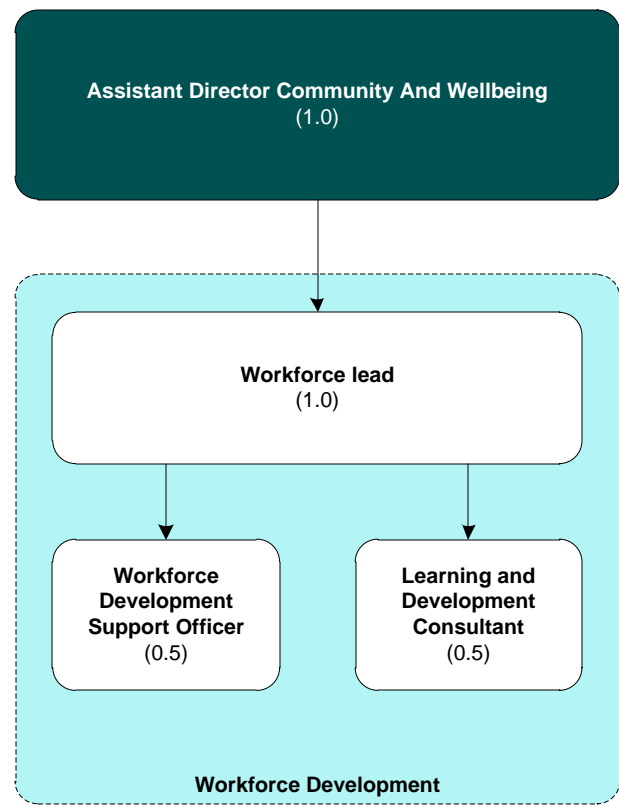
Workforce Development Summary

Role	FTE	SCP
Workforce Lead	1.00	
Workforce Development Consultant	1.00	
Workforce Development Support Officer	1.00	
Total	**3.00**	

Proposed Structure Chart
Formal consultation on the proposals for the restructure of the
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Initial Resident/Service User
EIA

**Formal consultation on the proposals for the restructure
of the Adults & Communities Delivery Unit
APPENDIX C**

<h1 style="color:teal; text-align:center;">Initial Equality Analysis (EIA)
Resident/Service User</h1>

1.	Details of function, policy, procedure or service:	
Title of what is being assessed:		Adults and Communities Staffing Efficiencies
Is it a new or revised function, policy, procedure or service?		Function
Department and Section:		Adults and Communities
Date assessment completed:		10/11/15
2.	**Names and roles of people completing this assessment:**	
Lead officer	Alan Mordue	
Other groups		
3. Employee Profile of the Project	**Will the proposal affect employees? YES/ ~~NO~~** **If no please explain why.** **If yes, please seek assistance from HR to complete the employee EIA.**	

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*

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
		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.	
1. Age	Yes ☐ No ☒	No foreseen impact. Residential Breakdown of Age (Equalities Data Dashboard 9/9/15): | **Age:**		
---	---	---
65+	51,576	14%
Under 65	315,690	86% | Client breakdown of age (SWIFT 14/10/15): | **Age:**		
---	---	---
65+	3039	60.48%
Under 65	1986	39.52%		

2.	Disability	Yes ☐ No ☒	No foreseen impact. Barnet population predicted to have a disability (Barnet Members Dashboard 11/11/15)	

Category		
Physical Health	81,652	46.48%
Mental Health	62,032	35.31%
Substance Misuse	22,092	12.58%
Learning Disability	9,894	5.63%

Barnet population who are using one or more services targeted for people with disabilities in 2014. Each service user is assigned to the category considered most relevant, although it is possible for one person to have more than one disability. (Barnet Members Dashboard 11/11/15)

Category		
Physical Health	4,564	61.34%
Mental Health	1,802	24.22%
Learning Disability	870	11.69%
Other Vulnerable People	171	2.30%
Substance Misuse	33	0.44%

3.	Gender reassignment	Yes ☐ No ☒	No foreseen impact.	

4.	Pregnancy and maternity	Yes ☐ No ☒	No foreseen impact.	

5.	Race / Ethnicity	Yes ☐ No ☒	No foreseen impact. Ethnic Group - Numbers and Proportion of Total Population (Equalities Data Dashboard 9/9/15)	

Ethnicity:		
White British	2,622	52.18%
White Other	766	15.24%
Asian/Asian British Indian	377	7.50%
Any Other Ethnic Group	283	5.63%
Black/Black British African	184	3.66%
White Irish	151	3.00%
Asian/Asian British Other	134	2.67%
Black/Black British Caribbean	124	2.47%
Black/Black British Other	74	1.47%
Refused	64	1.27%
Not Recorded	58	1.15%
Asian/Asian British Pakistani	57	1.13%
Mixed Other	32	0.64%

Chinese	27	0.54%
Asian/Asian British Bangladeshi	20	0.40%
Mixed White & Asian	16	0.32%
Mixed White & Black Caribbean	12	0.24%
Mixed White & Black African	11	0.22%
Not Stated	8	0.16%
Arab	5	0.10%

Client breakdown of ethnicity (SWIFT 14/10/15)

Ethnicity:		
White British	2,622	52.18%
White Other	766	15.24%
Asian/Asian British Indian	377	7.50%
Any Other Ethnic Group	283	5.63%
Black/Black British African	184	3.66%
White Irish	151	3.00%
Asian/Asian British Other	134	2.67%
Black/Black British Caribbean	124	2.47%
Black/Black British Other	74	1.47%
Refused	64	1.27%
Not Recorded	58	1.15%
Asian/Asian British Pakistani	57	1.13%
Mixed Other	32	0.64%
Chinese	27	0.54%
Asian/Asian British Bangladeshi	20	0.40%
Mixed White & Asian	16	0.32%
Mixed White & Black Caribbean	12	0.24%
Mixed White & Black African	11	0.22%
Not Stated	8	0.16%
Arab	5	0.10%

6. Religion or belief

Yes ☐
No ☒

No foreseen impact.

Residential breakdown of religion (Equalities Data Dashboard 9/9/15)

Area		
Christian	146,866	41.21%
No religion	57,297	16.08%
Jewish	54,084	15.18%
Muslim	36,744	10.31%
Religion not stated	29,917	8.39%
Hindu	21,924	6.15%
Buddhist	4,521	1.27%
Other religion	3,764	1.06%

Sikh	1,269	0.36%

Client breakdown of religion (SWIFT 14/10/15)

Religion		
Christian	948	18.87%
Jewish	908	18.07%
Church Of England	562	11.18%
No Religion	558	11.10%
Not Recorded	541	10.77%
Roman Catholic	439	8.74%
Muslim	307	6.11%
Hindu	283	5.63%
Information Refused	148	2.95%
Greek Orthodox	104	2.07%
Methodist	30	0.60%
Buddhist	28	0.56%
Atheist	19	0.38%
Jain	19	0.38%
Jehovah Witness	18	0.36%
Agnostic	16	0.32%
Sikh	16	0.32%
Catholic Apostolic Church	14	0.28%
Ismaili Muslim	14	0.28%
Baptist	7	0.14%
Orthodox Church	6	0.12%
Pentecostal	6	0.12%
Anglican	5	0.10%
Z Other	5	0.10%
Adventist	4	0.08%
Church Of Ireland	3	0.06%
Zowastrian	3	0.06%
Humanist	2	0.04%
Pagan	2	0.04%
Quaker	2	0.04%
Rastafarian	2	0.04%
African Methodist	1	0.02%
Ancestor Worship	1	0.02%
Arian Catholic	1	0.02%
Kabbalah	1	0.02%
Scientologist	1	0.02%
Spiritualist	1	0.02%

7.	Gender / sex	Yes ☐ No ☒	No foreseen impact. Residential breakdown of Gender (Equalities Data Dashboard 9/9/15):

Residential breakdown of Gender (Equalities Data Dashboard 9/9/15):

Gender:		
Female	187,685	51.10%
Male	179,580	48.90%

Client breakdown of Gender (SWIFT 14/10/15):

Gender:		
Female	3,030	60.30%
Male	1,986	39.52%
Unknown	9	0.18%

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8. Sexual orientation — Yes ☐ No ☒

No foreseen impact.

See 9. Same sex civil partnerships give an indicator of homosexual relationships.

---

9. Marital Status — Yes ☐ No ☒

No foreseen impact.

Residential marital status breakdown (Equalities Data Dashboard 9/9/15)

Area		
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%

---

10. Other key groups? — Yes ☐ No ☒

No foreseen impact.

| Carers | Yes ☐
No ☒ | No foreseen impact.

Residential breakdown of carers (Equalities Data Dashboard 9/9/15) |

Area	Barnet	
Provides no unpaid care	320,341	90.85%
Provides 1 to 19 hours unpaid care a week	21,448	6.08%
Provides 20 to 49 hours unpaid care a week	4,584	1.30%
Provides 50 or more hours unpaid care a week	6,224	1.77%

| People with mental health issues | Yes ☐
No ☒ | No foreseen impact.

See 2. |

| Some families and lone parents | Yes ☐
No ☒ | No foreseen impact.

Lone Parents with Dependent Children - Number and Proportion of Total Residents (Equalities Data Dashboard 9/9/15) |

Barnet		
Total Residents	352,597	
One family only: Lone parent: Dependent children	28,889	8.19%

| People with a low income | Yes ☐
No ☒ | No foreseen impact. |

| Unemployed people | Yes ☐
No ☒ | No foreseen impact.

Annual Population Survey (Employment Rate % (16-64)) March 2015 (Equalities Data Dashboard 9/9/15) |

Barnet	
All Persons	68.20%
Male Employment Rate	75.00%
Female Employment Rate	61.70%

| Young people not in employment education or training | Yes ☐
No ☒ | No foreseen impact. |

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[1]	No Impact
☐	☒	☐

7. Scale of Impact

Positive impact:	Negative Impact or Impact Not Known	
Minimal ☐ Significant ☐	Minimal ☒ Significant ☐	

8. Outcome

No change to decision	Adjustment needed to decision	Continue with decision *(despite adverse impact / missed opportunity)*	If significant negative impact - Stop / rethink
☐	☐	☒	☐

---

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

9. Please give a full explanation for how the initial assessment and outcome was decided.
Modelling has been done to identify the productivity gains that can be made from smarter working through new technology and the introduction of Mosaic. It has been identified that these gains can mitigate the staff reductions proposed and so there should be no service impact. Performance will be carefully monitored and reported to confirm that this is the case.

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**Formal consultation on the proposals for the restructure
of the Adults & Communities Delivery Unit
APPENDIX D**

Employee Equality Impact Assessment

Programme Name: [Adults Transformation Programme: Staffing Efficiencies Project]

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

Project Owner:	**James Mass**
Date process started:	**4 November 2015**
Date process ended:	**TBC**

This EIA is being undertaken because it is:	☐ outlined within the equality scheme relevance assessment table ☐ part of a project proposal submission to the programme management board ☒ a result of organisation change ☐ other – please specify:

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 Staffing Efficiencies Project

The project builds on work done to model workforce savings in the Adults and Communities Delivery Unit and aims to facilitate savings of £1,000k in 2016/17 and savings of £400k in 2017/18 through staff reductions and deletion of vacant posts. The key driver for this project is to deliver efficiencies within the workforce staffing budget but the restructure needs to ensure that the Delivery Unit is suitably equipped to deliver the Commissioning Plan as set out by the Adults and Safeguarding Committee.

These changes will affect the skills mix within the operational teams in Social Care. This will be achieved through deleting 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.

The rebalancing of the skills mix is intended to deliver a cost saving, as Assessment and Enablement Officers cost less in terms of salary, while the increase in Assessment and Enablement Officers will enable Social Workers to focus on more complex statutory and safeguarding activities.

No Social Worker will be placed at risk of redundancy as a result of this proposal, as the intention is to release agency staff and to delete vacant posts in the first instance.   The full saving of this element will be achieved by replacing Social Workers with Assessment and Enablement Officers when they leave the service.

The second aspect of this is that efficiencies will be made within the support service element of Adults and Communities within the Community and Wellbeing Teams.

The final aspect is the streamlining of management across the Delivery Unit. This includes the deletion of the Service Manager roles in the operational teams.   This will achieve a streamlining of reporting lines as well as a significant cost saving.

1.2   Description of the critical milestones

- 3 December 2015 – Formal Consultation Opens with Staff and Unions
- 1 Febuary 2015 – Consultation Closes with Staff and Unions
- February 2015 – Final Recommendations go to General Functions Committee

1.3   Key Stakeholders

1.Staff within Adults and Communities who are in scope for the planned restructure

2.Trade Unions

3.Senior Council Officers who are supporting the proposed changes

4. Councillors who will be required to approve the efficiency proposals at general functions.

A separate EIA will be carried out in respect of the public, who use the services of the Adults and Communities Delivery Unit to identify any Equality Impacts on the public as a result of the proposed efficiencies savings.

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

2.1   Opening of Consultation

As Adults & Communities is a predominantly female workforce, it is anticipated that female workers will be disproportionately affected by the proposed efficiencies across the workforce. However there is no fair way of mitigating this and in order to achieve the savings target the proposed efficiencies are necessary.

2.2   Closure of Consultation

The Adults workforce age profile suggests that the workforce includes a number of staff who have been in post for a number of years and may be out of practice when it comes to recruitment and selection. This can be mitigated by the offering of interview and application skills training to all staff at risk.

2.3   Final Recommendations to be considered by General Functions Committee

The outcome of the General Functions Committee is likely to result in up to 20 staff being placed at risk of redundancy. As the workforce of Adults is predominantly female (75.7%) it is likely that women will be more disadvantaged by this exercise.

There is no fair means to mitigate against this occurrence, although managers will be expected to ensure that any selection criteria for redundancy are applied in line with Barnet's Managing Organisational Change policy.

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)

Critical Milestones									
		Name Milestone 1		Name Milestone 2		Name Milestone 3		Name Milestone 4	
		No.	% change	No.	% change	No.	% change	No.	% change
Number of employees		285							
Gender	Female	216							
	Male	69							
	Unknown	0							
Date of Birth (age)									
	1994-1997 (18-21)	1							
	1993-1986 (22-29)	26							
	1985-1976 (30-39)	55							
	1975-1966 (40-49)	63							
	1965-1951 (50-64)	131							
	1950-1941 (65-74)	9							
	1940 and earlier (75+)	0							
	Unknown	0							
Ethnic Group									
	White	146							
	British	109							
	Irish	12							
	Other White	25							
	Mixed	8							
	White and Black								
	Caribbean	2							
	African	1							

	White and Asian	3								
	Other mixed	2								
	Asian and Asian British	36								
	Indian	24								
	Pakistani	3								
	Bangladeshi	5								
	Other Asian	4								
	Black or Black British	56								
	Caribbean	18								
	African	34								
	Other Black	4								
	Chinese or Other Ethnic Group	1								
	Chinese	1								
	Other Ethnic Group									
	Prefer not to say/information refused	11								
	Unknown	27								
Disability										
	Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy)									
	Hearing (such as: deaf, partially deaf or hard of hearing)									
	Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	1								
	Speech (such as impairments that can cause communication problems)									
	Reduced physical capacity (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)	1								
	Severe disfigurement									
	Learning difficulties (such as dyslexia)									
	Mental illness (substantial and lasting more than a year)	1								
	Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	4								
	Other Disability	2								
	No Disability	221								
	Not stated	31								
	Unknown	24								
Same gender as at birth										
	No	2								
	Yes	194								
	Prefer not to say/information refused	5								

	Unknown	84							
Pregnancy and Maternity									
	Pregnant	0							
	Maternity Leave (current)	4							
	Maternity Leave (in last 12 months)	6							
Religion or Belief									
	Christian	126							
	Buddhist	4							
	Hindu	17							
	Jain	1							
	Jewish	12							
	Muslim	15							
	Sikh	1							
	Other Religions	2							
	No Religion	32							
	Not Stated	16							
	No form returned	15							
	Atheist	8							
	Agnostic	9							
	Humanist								
	Prefer not to say	27							
	Not Assigned								
Sexual Orientation									
	Hetrosexual	178							
	Bisexual	2							
	Lesbian or Gay	15							
	Prefer not to say	56							
	Unknown	34							
	Not Assigned								
Marriage and civil partnership									
	Married	119							
	Single	72							
	Widowed	1							
	In Civil Partnership	3							
	Cohabitating	22							
	Divorced	13							
	Separated	5							
	Unknown	34							
	Other	1							
	Prefer not to say	15							
	Not Assigned								
Relevant and related grievances									
	Formal	Not required							
	Upheld								
	Dismissed								

3.2   Evidence

3.3   List below 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 at 3.1.   Although not all employees within the service are directly affected by these changes in terms of their employment position, the proposed changes will result in post reductions and revisions and a change in service's delivery model, so the data collected reflects the equality profile of the whole service (285 staff). The following will be considered
- The impact of placing 20+ staff at risk of redundancy
- The requirement to fully consult with all staff during a period of the year where staff are on leave for part of the consultation period
- The impact on Social Workers of the change in role responsibilities, including the potential need to supervise staff
- The requirement for staff with no recent interview experience to participate in redundancy selection processes, including selection interviews, as well as potential redeployment activity to secure a suitable alternative role

3.4   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 & Community.

3.5   Solution, please explain how you will 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

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1. Opening Consultation

2. Closing Consultation

4.1.1   Milestone – Opening Consultation

Adults and Communities is a predominantly female workforce (75.7%) and there are a significant number of part time staff and staff working flexibly within the service which means that when the consultation goes live not all staff may be able to participate in the initial launch meeting. Management will need to make arrangements for staff to either flex their hours to enable them to attend or make sure that suitable arrangements are in place to ensure all staff are communicated with on the proposals.

The age profile of Adults and Communities workforce is indicative that there are a number of staff who have been employed by London Borough of Barnet for a number of years and as such Adults & Communities will need to ensure that staff are appropriately supported and given the appropriate skills training to enable them to apply for jobs in the new structure. This will particularly be the case for staff placed at risk of redundancy as a consequence of the proposed changes. It is also anticipated that staff will experience consultation as difficult and as a consequence staff should be appropriately signposted to Employee Support Services.

4.1.2   Milestone – Closing Consultation

At the point at which consultation closes, Adults & Communities will need to be satisfied that all staff have had the opportunity to participate in the consultation, and that as a minimum all staff have had the opportunity to attend group consultation meetings and normally at least two 1:1 meetings with a suitable manager.   This will be particularly challenging where staff work part time, from home, or as mobile workers.

4.2   Actions proposed

4.2.1   Milestone – Opening Consultation

Skills training will need to be arranged for staff to gain confidence in applying for roles in the new

structure, or maximising redeployment opportunities.

Employee Assistance to be provided for staff who are experiencing the change process as difficult and require counselling, advice and support outside of their line management. This will include support and advice for staff.

4.2.2 *Milestone* – Closing Consultation

Skills training for those staff at risk of redundancy or staff whose role may need them to take on additional duties.

Employee Assistance to be provided for staff who are experiencing the change process as difficult and require counselling, advice and support outside of their line management. This will include support and advice for staff.

Any further actions to be considered at the time consultation closes.

5. Briefing, Sharing and Learning

EqIA Consultation -	3 December 15 – 31 January 16
Group Content (by Title):	TBC post consultation
Date Consultation Group Held:	3 December 15 – 31 January 16
Comments resulting from consultation:	3 Dec 15 – 31 January 16
Actions following consultation:	TBC
Comments not actioned and reason:	TBC

Business Scrutiny:

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

Table 2

Milestone Description	Show Briefing Date	Programme Office	Trade Unions – appropriate TU for Project	DPR - Delegated Powers Report	GFC – General Functions Committee	Corporate Staff Panel
Milestone 1 - Consolidation	3 Dec		3 Dec-31 Jan		Feb	
Milestone 2 - Redundancy						
Milestone 3 – Launch Date						

1   Redundancy Selection criteria

Where it is identified that staff are in a competitive ring-fence in respect to a deleted post then selection will be through a process based on the principles set out in the Managing Organisational Change Policy. Points will be allocated in accordance with the criteria detailed below and the highest scoring candidates will be appointed in order.

Criteria	
1	Knowledge, skills, experience & competency behaviours ascertained through the assessment process set out in Section 2 below. (full match = 30 points)
2	Absence to be considered from HR records following the Assessment Process (10 = no absence, 7= absence below trigger level, 5 = meeting trigger point but informal action, 1-4 = formal caution/warning, 0 = final caution)
3	Capability (in current role) and Disciplinary record (10 = no action, 7= informal action, 5 = first written warning, 0 = final warning).

In the case of the lowest scoring candidates being equal, redundancy costs would then be considered.

2.   ASSESSMENT PROCESS

This section details how a candidate's knowledge, experience and competency will be tested for all roles that have been ring-fenced to staff in the new structure. The assessment process for all ring-fenced roles will be made up of the elements as outlined below.

Methods of assessment		
1.	Personal Statement	10%
2.	Test/Exercise relevant to the requirements of the role	45%
3.	Interview	45%

Each of these assessment methods is described in more detail below.

2.1 Personal Statement/ Expression of Interest

The Personal Statement is a requirement for all ring fenced positions in the new structure.

The candidate's personal statement should be no more than two sides of A4, typed in 12 point Arial and submitted electronically.

The personal statement needs to demonstrate how the candidate fulfils the requirements of the job by referring to the requirements of the person specification in the role profile and referencing their relevant skills and experience for the job.

The candidate is only required to complete one personal statement even if they have been ring-fenced against several roles; however, if the candidate feels that the roles are substantially different and they feel that they would benefit from submitting an additional personal statement then they should discuss this with their line manager.

A copy of each of the role profiles is for ring-fenced posts will be available from the candidate's line manager.

In completing the candidate's personal statement, they are required to meet the essential requirements within the person specification for all of the job roles being applied for.

2.2 Tests/Exercises

There are a number of different types of exercises that may be chosen as part of the selection process. The tests will focus on assessing technical skills relevant to the role. This could for example be a written test, an in-tray exercise, an exercise in data analysis and use of Excel, or a presentation.

2.3 Interview

All roles will be subject to an interview which will explore the candidate's knowledge, skills, experience and competency for the role with reference to the requirements of the person specification.

3 MAXIMISING REDEPLOYMENT OPPORTUNITIES

The Delivery Unit is keen to avoid redundancies wherever possible. Where it is identified that staff are at risk of redundancy, they will receive support to assist them in securing suitable alternative employment within the Delivery Unit or wider organisation. This process will run concurrently with the above redundancy selection process to maximise opportunities for redeployment.

This means that an at-risk member of staff may apply for a position as a redeployee in a suitable alternative post, even if they are awaiting the outcome of the redundancy selection process.

This support will continue to be in place throughout the consultation period and after consultation closes, where the staff member remains at risk of redundancy.

4 REDUNDANCY APPEALS PROCESS

4.1 Appeals against selection for redundancy

The following will apply in all cases:

4.1.1 If an employee wishes to appeal against selection for redundancy, a written **notice of appeal** must be received by the relevant Assistant Director within five working days of the date of the employee being notified that he or she has been selected for dismissal on the grounds of redundancy.

4.1.2. Employees cannot appeal against:
- The rationale for the business decision which led to the redundancy
- The method of selection
- The selection criteria

4.1.3. Employees can appeal against:-
- Whether the selection process was applied fairly to them
- The way the selection criteria were applied to them

4.1.4. Within ten working days of the date of the employee being notified that he or she has been selected for dismissal on the grounds of redundancy the employee will submit to their Director, copied to HR, their **written grounds for appeal** which must relate to the points in para 4.1.3 Late submissions will not be accepted unless an extension of time has been agreed before the expiry of this time limit.

4.1.5. The redundancy selection will continue unless and until it is rejected on appeal.

4.1.6. Appeals against selection for redundancy will be heard by a senior manager, different to and at least the same grade as that of the manager who made the decision to dismiss, and will be nominated by the Assistant Director of the employee's service with support from HR. Where a Director has made the decision to dismiss an employee, the Chief Executive will normally hear the appeal.

4.2 Appeals Procedure

4.2.1 The employee will be given reasonable written notice of the time and venue of the appeal meeting. The employee may be accompanied by a Trade Union Representative or LBB work colleague.

The companion's role is to support the employee. The companion should be allowed to address the hearing to put and sum up the employee's case,

respond on behalf of the employee to any views expressed at the meeting and confer with the employee during the hearing. The companion does not, however, have the right to answer questions on the employee's behalf, address the hearing if the employee does not wish it or prevent the employer from explaining their case.

4.2.2   The Council's representative (normally the manager who made the redundancy selection decision) will give the rationale for the selection of the individual for redundancy; this will be either in person or in writing. Where it is in writing the hearing manager will read the rationale out.

4.2.3   The employee will have the opportunity to ask questions of the evidence given by the Council's representative.

4.2.4   The employee will state his or her case either in person or in writing. Where it is in writing the hearing manager will read the rationale out.

4.2.5   The Council's representative will have the opportunity to ask questions of the employee.

4.2.6   The manager holding the appeal meeting will have the opportunity to ask questions of the Council's representative and the employee.

4.2.7   The Council's representative and the employee will have an opportunity to summarise their case if they so wish.

4.2.8   The manager holding the appeal meeting will announce the decision verbally where possible and the decision will be confirmed, in writing within five working days.

Following the appeal meeting, one of the following decisions may be taken:

  i.   Appeal rejected - redundancy upheld
  ii. Appeal upheld - redundancy notification withdrawn

This decision cannot be the subject of a further appeal meeting.

4.2.9   The appeal papers will be retained on the employee's personal file.

5.   FREQUENTLY ASKED QUESTIONS

Q.   *Can I get feedback on the selection process?*

A.   *Yes, anyone who has not been successful will take priority in receiving feedback on the assessment and selection process.*

Q. *What are the rules around redeployment and do I have to compete if I don't want the job?*

A. *It is always in the employee's best interest to engage in a selection process and all reasonable efforts should be made to do so.*

Q. *What Employee Support programmes are available and how do I access them?*

A. *Staff can access free and confidential assistance and support by contacting the Barnet Council's Employee Assistance Programme. As well as online information and advice there is a 24 hour telephone counselling and information service 0800 716 017; (text phone 0845 600 5499).*

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Appendix 2 - Medium Term Financial Strategy	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Budget brought forward	**282,927**	**268,020**	**257,081**	**253,238**
Statutory/cost drivers				
Inflation (pay)	1,097	1,108	1,119	1,130
Inflation (non-pay)	3,309	3,376	3,443	3,512
North London Waste Authority (NLWA) levy	1,366	937	758	1,035
Capital financing costs	1,500	1,500	1,000	1,500
Public Health	(1,003)			
Statutory/cost drivers sub-total	**6,269**	**6,921**	**6,320**	**7,177**
Central Expenses				
Contingency - general risks	491	943	1,170	918
Concessionary Fares	227	255	292	346
Central Expenses sub-total	**718**	**1,198**	**1,462**	**1,264**
Balances to/(from) reserves				
Specific reserves contribution 2015/16 NHB	(7,416)			
Specific reserves contribution 2016/17 NHB	10,735	(10,735)		
Specific reserves contribution 2017/18 NHB		10,548	(10,548)	
Specific reserves contribution 2018/19 NHB			9,897	(9,897)
Specific reserves contribution 2019/20 NHB				7,583
Service Development Reserve	955			
Reserves sub-total	**4,274**	**(187)**	**(651)**	**(2,314)**
Total expenditure	**294,188**	**275,952**	**264,212**	**259,365**
New Formula grant funding				
Business Rates	35,352	35,697	37,130	38,656
Business Rates- Top up	18,712	19,404	20,141	20,927
Revenue Support Grant (RSG)	33,760	21,130	13,350	6,920
New Formula grant sub-total	**87,824**	**76,231**	**70,621**	**66,502**
Council Tax				
Council Tax (CT)	146,481	149,566	152,501	155,918
CT freeze grant 15-16	1,670			
Core grants				
Private Finance Initiative (PFI) credit	2,235	2,235	2,235	2,235
Education Servcies Grant	3,521	3,169	2,852	2,567
NHB	10,735	10,548	9,897	7,583
Unallocated RSG				
Housing and CT Benefit Administration Grant	2,223	2,001	1,801	1,621
Public Health	13,332	13,332	13,332	13,332
Other funding sub-total	**180,196**	**180,850**	**182,617**	**183,255**
Total Income from grant and Council Tax	**268,020**	**257,081**	**253,238**	**249,758**
Proposed Pressures	**4,332**	**3,953**	**3,466**	**3,726**
Budget Gap before savings & pressures	**26,168**	**18,871**	**10,974**	**9,607**
Proposed Savings	**(20,603)**	**(12,269)**	**(10,677)**	**(8,109)**
Budget Gap after savings	**9,897**	**10,555**	**3,763**	**5,224**

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Appendix 3

Theme Committee	2016-17	2017-18	2018-19	2019-20	Total
Adults & Safeguarding					
Total Savings Target	(3,402)	(5,999)	(5,708)	(3,344)	**(18,453)**
Savings identified	(3,383)	(5,412)	(5,162)	(4,497)	**(18,453)**
Shortfall / (Surplus)	19	588	547	(1,153)	-

Theme Committee	2016-17	2017-18	2018-19	2019-20	Total
Assets, Regeneration & Growth					
Total Savings Target	(5,278)	(5,587)	(2,923)	(7)	**(13,795)**
Savings identified	(2,253)	(6,362)	(5,132)	(48)	**(13,795)**
Shortfall / (Surplus)	3,025	(775)	(2,209)	(41)	-

Theme Committee	2016-17	2017-18	2018-19	2019-20	Total
Children, Education, Libraries & Safeguarding					
Total Savings Target	(4,425)	(4,188)	(3,939)	(1,995)	**(14,547)**
Savings identified	(2,071)	(4,062)	(2,596)	(5,818)	**(14,547)**
Shortfall / (Surplus)	2,354	126	1,343	(3,823)	-

Theme Committee	2016-17	2017-18	2018-19	2019-20	Total
Community Leadership					
Total Savings Target	(9)			(243)	**(252)**
Savings identified	(9)			(243)	**(252)**
Shortfall / (Surplus)		-	-	-	-	-

Theme Committee	2016-17	2017-18	2018-19	2019-20	Total
Environment					
Total Savings Target	(3,973)	(2,716)	(2,588)	(1,304)	**(10,581)**
Savings identified	(4,021)	(2,315)	(2,165)	(2,080)	**(10,581)**
Shortfall / (Surplus)	(48)	401	423	(776)	-

Theme Committee	2016-17	2017-18	2018-19	2019-20	Total
Policy & Resources					
Total Savings Target	(6,813)	(4,205)	(5,802)	(1,650)	**(18,470)**
Savings identified	(7,817)	(3,720)	(4,389)	(2,544)	**(18,470)**
Shortfall / (Surplus)	(1,004)	485	1,413	(894)	-

	2016-17	2017-18	2018-19	2019-20	Total
Total	(19,554)	(21,871)	(19,443)	(15,230)	(76,098)
Policy & Resources Reserve					(5,000)
Total Savings	(23,900)	(22,694)	(20,960)	(8,543)	(81,097)
Savings Identified	(19,554)	(21,871)	(19,443)	(15,230)	(76,098)
Policy & Resources Reserve					(5,000)
Shortfall / (Surplus)	4,346	824	1,517	(6,687)	(0)

Community Leadership

	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000
July P&R Target	(9)	-	-	(843)	(852)
Current Target	**(9)**	**-**	**-**	**(243)**	**(252)**

* £600k moved from the CCTV saving and added to Env Committee

Adults & Safeguarding

	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000
July P&R Target	(5,071)	(6,090)	(4,117)	(3,293)	(18,571)
Current Target	**(3,402)**	**(5,999)**	**(5,708)**	**(3,344)**	**(18,453)**

* £59k in 16/17 and 17/18 removed and moved to Community Leadership Committee and re-profiling changes in line with revised MTFS

Children, Education, Libraries & Safeguarding

	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000
July P&R Target	(5,687)	(4,213)	(2,692)	(1,955)	(14,547)
Current Target	**(4,425)**	**(4,188)**	**(3,939)**	**(1,995)**	**(14,547)**

* Re-profiling changes in line with revised MTFS

Environment Committee

	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000
July P&R Target	(4,685)	(2,609)	(1,228)	(125)	(8,647)
Current Target	**(3,973)**	**(2,716)**	**(2,588)**	**(1,304)**	**(10,581)**

* £600k moved from Community Leadership Committee, this was a pre-agreed saving therefore increasing the ENV target and reducing P&R target,

as no additional savings were to be added to Community Leadership Committee.
£550k and £500k added from ARG Committee and target adjusted accordingly. Finally, Re-profiling changes in line with revised MTFS

Asset, Regen and Growth Committee

	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000
July P&R Target	(6,566)	(5,612)	(2,151)	(516)	(14,844)
Current Target	**(5,278)**	**(5,587)**	**(2,923)**	**(7)**	**(13,794)**

* £550k & £500k moved to Environment Committee and Re-profiling changes in line with revised MTFS

Policy & Resources Committee

	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000
July P&R Target	(8,482)	(4,300)	(4,252)	(1,601)	(18,635)
Current Target	(6,813)	(4,205)	(5,802)	(1,650)	**(18,470)**

* Target has reduced as £600k of the CCTV increased the Env Committee total, which was increasing P&R due to no further Community
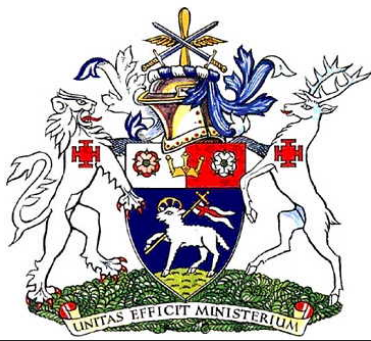 Leadership additional savings

TOTAL

	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000
July P&R Target	(30,500)	(22,824)	(14,440)	(8,333)	(76,097)
Current Target	(23,900)	(22,694)	(20,960)	(8,543)	**(76,096)**

* Note this is excluding the £5m P&R Reserve downdown in 2019/20

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General Functions Committee

2 December 2015

Title	**General Functions Committee Work Programme**
Report of	Head of Governance
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Committee Work Programme 2015-16
Officer Contact Details	Sarah Koniarski, Governance Officer sarah.koniarski@barnet.gov.uk 020 8359 7574

Summary

The Committee is asked to consider and comment on the items included in the 2015-16 work programme in Appendix A.

Recommendation

1. **That the Committee consider and comment on the items included in the 2015-16 work programme in Appendix A.**

1. WHY THIS REPORT IS NEEDED

1.1 The General Functions Committee's work programme 2015-16 indicates forthcoming items of business.

1.2 The work programme of this Committee is intended to be a responsive tool which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.

1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme having regard to its terms of reference.

2. REASONS FOR RECOMMENDATION

2.1 The compilation and review of work programme is intended to assist the Committee to plan and manage its work across the municipal year.

3. POST DECISION IMPLEMENTATION

3.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

4. IMPLICATIONS OF DECISION

4.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-20.

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 The terms of reference of the General Functions Committee is included in the Constitution Responsibility for Functions, Annex A:
Section 15 London Borough of Barnet Constitution - Responsibility for Functions

4.4 Risk Management

4.4.1 None in the context of this report.

4.5 Equalities and Diversity

4.5.1 None in the context of this report.

4.6 Consultation and Engagement

4.6.1 Not applicable.

5. BACKGROUND PAPERS

None

Putting the Community First

BARNET
LONDON BOROUGH

London Borough of Barnet
General Functions Committee
Work Programme
January 2015 - May 2016

Contact: Governance Service 020 8359 2761 governance.service@barnet.gov.uk

www.barnet.gov.uk

Title of Report	Overview of decision	Report Of (officer)	Issue Type (Non key/Key/Urgent)
18 January 2016			
Annual Pay Policy Statement	This report sets out the annual review of the Council's pay policy statement together with any amendments.	Human Resources Director Graeme Lennon	
Annual Review of Polling Districts and Polling Places for Elections	This report advises the Committee of the findings of the annual review of polling districts and polling places for use at elections.	Chief Executive Andrew Travers	
Unified Rewards	This report sets out the proposals for a new pay and grading structure together with revised terms and conditions of employment.	Human Resources Director Graeme Lennon Chief Operating Officer (Director of Finance / Section 151 Officer) John Hooton	
Nominations to Vacancies on School Governing Bodies	This report invites the Committee to nominate local authority representatives to vacancies on school governing bodies.	Head of Governance Andrew Charlwood	
21 March 2016			

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