

	<h2>General Functions Committee</h2> <h3>11 November 2014</h3>
<p style="text-align: right;">Title</p>	<p>Family Services Restructure</p>
<p style="text-align: right;">Report of</p>	<p>Nicola Francis - Family Services Director</p>
<p style="text-align: right;">Wards</p>	<p>Not Applicable</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1 – Family Services Restructure Consultation Document Appendix 2.1 – Current Family Services structure chart Appendix 2.2 – Family Services Proposed Structure Chart Appendix 2.3 – Explanation of responsibilities in proposed structure Appendix 3 – Assimilation, ring-fence and open recruitment roles Appendix 4 – Responses to proposals and feedback through consultation Appendix 5 – Family Services Proposed Gradings Appendix 6 – Recruitment Process Appendix 7 – Managing Organisational Change Appendix 8 – Selection Process – Ring-fences Appendix 9 – Updated Proposed Selection Process for the New Structure Appendix 10 – Frequently Asked Questions Appendix 11 – Advanced Social Worker Clarification Document Appendix 12 – Youth and Family Support Clarification Document Appendix 13 – Trade Union Responses Appendix 14 – Job Description Examples Appendix 15 – Equalities Impact Assessment</p>
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Summary

This report proposes changes to the Family Services Delivery Unit. Details of the proposed changes are set out in the main body of the report.

The Family Services Director undertook collective and individual consultations between 22 September and 22 October 2014.

The restructure affects more than 20 employees and therefore requires consideration by General Functions Committee.

Whilst the implementation date for this restructure is 1 April 2015, General Functions Committee are asked to agree that transitional arrangements may be necessary to compensate for vacant positions, possible redundancies and handover of duties between current and future roles and that the Family Services Director is authorised to take the necessary actions to put in place transitional arrangements for the continuity of business.

Recommendations

- 1. The deletion of posts on the Council's establishment and the creation of new posts as set out in Appendix 2.2 of this report.**

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

- 2. To delegate to the Family Services Director the authority to introduce interim and transitional arrangements to ensure the continuity of service during appointments to the new structure and any vacancies arising.**

Reason for decision: to ensure that the Council has in place key positions to deliver Family Services during the transitional arrangements.

Alternatives considered

These recommendations and the structure have been subject to consultation and amended as set out in the report, below.

Consideration to continue with the existing arrangements would result in the retention of the current structure, without the benefit of the savings indicated, improvements to the support children and young people receive to achieve positive outcomes, in line with Ofsted frameworks and the benefits expected from separating away from Family Services support functions for the Education and Skills Delivery Unit.

1. WHY THIS REPORT IS NEEDED

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

2. REASONS FOR RECOMMENDATIONS

2.1 The recommendations in this report are designed to:

2.1.1 Raise the quality of outcomes for children and families placing the Family Services Delivery Unit on a sustainable footing by:

- Close senior management oversight of frontline service delivery
- Strengthening the management arrangements for front line delivery teams
- Ensuring sufficient frontline social work capacity
- Further development of workforce skills
- Investment in quality assurance
- Streamlining processes and improving delivery

2.1.2 Contribute towards the overall financial savings approved by Council for the Medium Term Financial Strategy with consideration for reducing the need for further structural change resulting from the financial pressures identified through the Council's Priority Spending Review.

2.1.3 Create capacity for development of workforce skills and competencies to transform service delivery across Family Services in Barnet.

2.1.4 Ensure that Family Services is best configured to support children and young people to achieve positive outcomes, in line with Ofsted frameworks.

2.1.5 Transfer support functions to Education and Skills to future proof the organisation in the context of the Education and Skills Alternative Delivery Model project.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The development of the proposals included a 30 day consultation with the Family Services Delivery Unit to explore alternative proposals. The response to the consultation is set out in Appendix 4.

4. POST DECISION IMPLEMENTATION

4.1 Should the recommendation be approved the Family Services Director and Education and Skills Directors will start the process of moving staff into the new structure, in accordance with the Council's Managing Organisational Change Policy, and recruiting to any vacant roles.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The report concerns the Family Services Delivery Unit and support functions for the Education and Skills Delivery Unit.

5.1.2 The proposals within the report support the vision of the Children and Young

People Plan 2013 – 2016 that

‘All children and young people in Barnet should achieve the best possible outcomes, to enable them to become successful adults, especially our most vulnerable children. They should be supported by high quality, integrated and inclusive services that identify additional support needs early, are accessible, responsive and affordable for the individual child and their family.’

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

Finance

- 5.2.1 The proposals set out within this report can be contained within the relevant existing budgets of the Council with savings made to deliver the requirements of the Council's Medium Term Financial Strategy.
- 5.2.2 The proposals reduce the reliance of the Family Services Delivery Unit on external, short-term grant funding for the delivery of the core functions of the Delivery Unit.
- 5.2.3 Any redundancies will be funded through the Council's redundancy reserve.
- 5.2.4 The cost of implementation of the proposed restructure will be funded by budget already agreed from the council's Transformation Reserve.
- 5.2.5 The financial implications of the restructure are outlined in the table below:

	Current / £,000	Proposed / £,000
Revenue cost of staffing – Family Services	17,050	15,455
Revenue cost of staffing – Education and Skills Support functions	0	321
Grant funded cost of staffing	1,552	742
Total costs	18,602	16,518

Staffing

- 5.2.6 The proposals include the deletion of all posts below Assistant Director in the Family Services Delivery Unit (excluding those in):
- Children's Homes
 - Early Years
 - Joint Commissioning
 - Youth Service
 - Youth Offending Service
 - Libraries
- 5.2.7 The proposals include the creation of a new structure in Family Services and the establishment of 311.55 FTE. The proposed structure is set out in Appendix 2.2.
- 5.2.8 The proposals include the transfer of functions to the Education and Skills

Delivery Unit and the consequent establishment of 10.6 posts. The proposed structure is set out in Appendix 2.2.

- 5.2.9 Should the recommendation be approved the proposals will be implemented in accordance with the Council's Managing Organisational Change Policy.
- 5.2.10 One of the objectives of the implementation of the proposal is to minimise the number of redundancies. At this stage of the process there are 130 staff at risk of redundancy s188 Trade Union and Labour Relations (Consolidated) Act 1992 Compliance
- 5.2.11 The close of consultation in Appendix 1 document which originated to open consultation and now details the outcome of consultation to formally close the consultation. This document was provided under section 188 to the councils recognised Trade Unions on 19 September prior to consultation opening on 22 September.
- 5.2.12 The council provided detailed information over and above requirements when opening consultation and continued to do so throughout consultation, providing information and responding to Trade Union and employee queries.
- 5.2.13 The reasons for the proposed dismissals. The Consultation document for the Family Services Transformation explains this information in clear and specific detail. This document was provided to to the councils recognised Trade Unions on 19 September prior to consultation opening on 22 September
- 5.2.14 The numbers and descriptions of employees whom it is proposed to dismiss as redundant. The number of potential redundancies is between 20 and 99. We intend to inform the Redundancy Payments Service with an HR1 on 15 December 2014 for a last day of service for those given notice of redundancy to take place on 31 March 2014, this is more than the required 30 days before the first redundancy takes place and is the point that the first phase of the recruitment process concludes accurate numbers will be known. At this point notice of redundancy will be issued to those that have been unsuccessful.
- 5.2.15 The total number of employees of any such description employed by the employer at the establishment in question is detailed in the Consultation document
- 5.2.16 The proposed method of selecting employees who may be dismissed. The council sent the Trade Unions and staff this information on 29/09/14 in the document 'Family Services Transformation – Proposed Selection Processes for the New Structure'
- 5.2.17 The proposed method of carrying out the dismissals, with due regard to any agreed procedure, including the period over which the dismissals are to take effect
- 5.2.18 The timetable of events has been published in the original consultation document provided to Trade Unions and staff on 22/09/14 (Trade Unions on 19/09/14)
- 5.2.19 The timetable has also been issued in the various briefings and communications throughout the process
- 5.2.20 The 'Family Services Transformation – Proposed Selection Processes for the New Structure' document details the process, as have many communications

including the FAQ's also attached

5.2.21 The proposed method of calculating the amount of any redundancy payments to be made (over and above the statutory redundancy payment) to employees who may be dismissed. The councils Managing Organisational Change Policy was sent to all staff and the Trade Unions on 24/09/14 detailing this information

5.2.22 "Suitable information" about its use of agency workers. Agency workers information was sent to the Trade Unions on 19/09/14, for August (it is a monthly report). The council have also responded to the Trade Unions request to publish the agency workers report to staff, as detailed in the document ' Joint Response to UNISON's Questions 2 & 10 October' sent on 15/10/14:

5.3 Legal and Constitutional References

5.3.1 Part 15a of the Constitution Responsibility for Functions – General Functions Committee – All other Council functions that are not reserved to Full Council including:

- Staff matters other than those within the remit of Remuneration Committee
- Consider reports on restructure in line with the HR regulations

5.3.2 As the restructure involves the proposal to dismiss as redundant 20 or more employees at one establishment within a period of 90 days, the Council has a duty is to inform and consult appropriate representatives of the affected employees under s188 Trade Union and Labour Relations (Consolidated) Act 1992. The Council is also required to notify BIS (The Department of Business Innovation and Skills). Failure to comply with the information and consultation requirements under s188 could lead to a protective award being made for each members of staff affected up to a maximum of 90 days gross pay. Please see 5.2 for mitigation.

5.4 Risk Management

5.4.1 It will not be possible to fill all of the posts during the restructure and subsequent recruitment exercise.

5.4.2 Costs of redundancy are unknown until the completion of the restructure.

5.4.3 Reduction in staff morale and motivation during a such a significant period of change impacting on the delivery of the core functions of Family Services

5.4.4 Key staff members may decide to resign and move to what they perceive to be a less disrupted organisation

5.4.5 Staff will be working notice periods while others are preparing to move into the new structure and the consequent disruption.

5.5 Equalities and Diversity

5.5.1 The proposals set out in the report have been considered in the Equalities Impact Assessment (Appendix 15).

5.6 Consultation and Engagement

- 5.6.1 Thorough consultation has taken place with Trade Union colleagues.
- 5.6.2 Consultation was extended on the Virtual School role profiles for an additional week to give Trade Unions and two members of staff affected in the Corporate Parenting Team additional time to feedback comments.
- 5.6.3 The consultation with staff and Trade Unions affected has been undertaken through group consultation, one-to-one meetings with those directly affected and the opportunity to feedback into the consultation process for both Trade Union colleagues and employees. There was an extremely high level of engagement from the staff within the Delivery Unit with considered points of view that have been reflected in these final proposals. Feedback to employees was through a number of channels including frequently asked questions throughout the process, responses to Trade Union consultation documents and the close of consultation briefings and documentation.
- 5.6.4 A summary of the changes made due to consultation feedback and reasons why these have and have not been implemented following due consideration is set out in Appendix 4.

6. BACKGROUND PAPERS

- 6.1 None