

	<h2>ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER</h2>
Title	Organisational Development – Commissioning Capacity
Report of	Chief Executive
Wards	All
Status	Public
Enclosures	Commissioning Structure Chart
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<h3>Summary</h3>
<p>This report outlines the changes to Commissioning Group to consolidate and enhance commissioning capacity within London Borough of Barnet to ensure Commissioning Directors, and their respective portfolio, has the right strategic and technical capacity. Where Commissioning Directors previously had no direct reports; the restructure has resulted in the creation of teams for each commissioning portfolio reporting directly to Commissioning Directors.</p> <p>The restructure ensures the requirement for a more integrated commissioning approach by realigning commissioning functions across delivery units into the new Commissioning Group structures, referred to in the Chief Executive’s senior management restructure agreed by General Functions Committee in October 2014.</p> <p>As a result, the council has strengthened its central commissioning capacity to ensure there is a focus on the development of detailed commissions and reducing the pressures on agency spend in the Commissioning Group. The implementation date for this restructure was 7 April 2015.</p>

Decisions

Following the restructure of the Commissioning Group, approval of the creation of new posts detailed in the Appendix contained within the Council's annual budget.

1. WHY THIS REPORT IS NEEDED

- 1.1 To establish a commissioning structure in the organisation enabling effective commissioning and transforming of public services.
- 1.2 To develop future capacity; creating a structure beneath the Commissioning Directors and reducing the requirement of expenditure on agency staff.
- 1.3 As outlined in Annex B (Scheme of Delegated Authority to Officers) to Part 15 – Responsibility for Functions – of the Constitution. Section 1.10 details that in consultation with the Chairman of the Policy & Resources Committee that where staffing or managerial issues will incur costs that cannot be contained within the Group or Delivery Unit's annual budget but can be contained within the Council's Annual budget then this must be a delegated powers report of Head of Paid Service.

2. REASONS FOR DECISIONS

- 2.1 To put in place the right functional design and form for each commissioning portfolio.

3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 3.1 None.

4. POST DECISION IMPLEMENTATION

- 4.1 The new structure will be recruited to and the affected staff will be assimilated and/or change line management in accordance with the Managing Organisational Change policy and relevant council policies.
- 4.2 The change created four portfolios reporting to Commissioning Directors and the enhancement of the Strategy and Communications team reporting to the Director of Strategy. This change resulted in:
 - 0 staff were placed at risk of redundancy and offered redeployment opportunities.
 - 15 new jobs have been created and funded from within Council's resources are subject to recruitment.
 - Six staff were assimilated.
 - Six staff had a reporting line management change, although their job will remain the same
 - One staff member in Family Services will have their job role altered.

- 4.3 The creation of two new posts in the Growth and Regeneration Portfolio are subject to TUPE transfer into the Council from Re. Consultation is outside of the scope of the council's restructure and will be led by Re.
- 4.4 Full Council has adopted a revised Scheme of Delegated Authority to Officers (Council Constitution, Responsibility for Functions, Annex B) to reflect the new Commissioning Group structure.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The new structure will ensure we have the right capacity, capability and levers to deliver the Corporate Plan and Commissioning Plans.

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

- 5.2.1 The proposals set out within this report can be contained within the relevant existing budgets of the Council.

- 5.2.2 There will be no redundancies.

5.3 Legal and Constitutional References

- 5.3.1 As set out in Section 1.3 above.

5.4 Risk Management

- 5.4.1 The Council's commissioning functions are essential to the continuing transformation of services and delivery of the Commissioning Council aims. To achieve this, the Council requires the right people with the set of skills to commission effective services for our residents. Baseline assessments took place of key functions and how the functions are currently exercised and proposed changes were reviewed based on operational commissioning and contract management, and current and planned transformation activity.

5.5 Equalities and Diversity

- 5.5.1 This was assessed at no impact. The proposals for staff structure changes in the Commissioning Group follow on from changes at senior management level in the Commissioning Group in December 2014 and affect how senior managers and Commissioning Directors are supported and how some elements of Barnet Policy are delivered (Equalities and Community Safety). Prior to staff consultation in February 2015, Barnet made an initial assessment of no equality impact for the proposals on both staff and service users, as required by 2010 Equality Act. It was decided that the proposals would not result in any negative impact and would not require a detailed equality impact assessment for the following reasons:
- The proposals are designed to strengthen relationships between Commissioning and Assurance Teams and Delivery Units to deliver Barnet's strategic outcomes as identified in the Corporate Plan and Themed Committee commissioning plans and priorities.
 - It was anticipated that the proposals could have a positive impact on Barnet

residents through sharing business intelligence, resources and organisation capacity to deliver improved outcomes.

- No negative impact was anticipated on staff affected because no member of staff would be identified as at risk of redundancy or experience reduction in pay or benefits as a result of the changes. Any vacancies would be advertised in a fair and transparent way and in accordance with Barnet recruitment policy.

5.6 Consultation and Engagement

5.6.1 The consultation of staff affected has been undertaken through collective union consultation, collective staff consultation and individual meetings with those directly affected and the opportunity for written feedback. There was very high engagement from the commissioning functions and other senior managers with considered points of view that have been reflected in the final proposals.

5.6.2 Collective response to consultation was provided to staff directly affected in the form of a Frequently Asked Questions (FAQs) sheet and individual responses were given to all staff that provided written feedback.

6. BACKGROUND PAPERS

6.1 General Functions Committee Commissioning Restructure and Associated Senior Management Position paper on 13 October 2014
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=174&MId=7800&Ver=4>

6.2 Council, 14 April 2015, Constitution Review – approved a revised Responsibility for Functions, Annex B (Scheme of Delegated Authority to Officers) to reflect the new Commissioning Group structure:
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=7820&Ver=4>

6.3 Council Constitution, Responsibility for Functions, Annex B (Scheme of Delegated Authority to Officers)
<http://barnet.moderngov.co.uk/ecSDDisplay.aspx?NAME=SD336&ID=336&sc h=doc>

7. DECISION TAKER'S STATEMENT

7.1 *I have the required powers to make the decision documented in this report. I am responsible for the report's content and am satisfied that all relevant advice has been sought in the preparation of this report and that it is compliant with the decision making framework of the organisation which includes Constitution, Scheme of Delegation, Budget and Policy Framework and Legal issues including Equalities obligations.*

8. OFFICER'S DECISION

I authorise the following action:

Following the restructure of the Commissioning Group, approval of the creation of new posts detailed in the Appendix.

Signed

Andrew Travers, Chief Executive

Date

10 June 2015
