

# 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
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Human Resources Advisory	Stephen Cranfield	<a href="mailto:stephen.cranfield@barnet.gov.uk">stephen.cranfield@barnet.gov.uk</a>

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

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.

## 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.

<b>Online survey</b>	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.
<b>Email</b>	Comments and suggestions can be emailed to <a href="mailto:engage.adults@barnet.gov.uk">engage.adults@barnet.gov.uk</a>
<b>Drop-in sessions</b>	<p>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.</p> <p>There will also be specific sessions to discuss skill mix and mobile working and the use of technology.</p>
<b>One-to-one meetings</b>	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.
<b>Consultation FAQs / Log on intranet</b>	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

## 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.

## 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.

The specific changes proposed to roles are as follows:

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

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
<b>Delete</b>	Communications Officer	1.0 FTE (Vacant)
<b>Delete</b>	Complaints Lead	1.0 FTE
<b>Delete</b>	Partnership Boards Officer	1.0 FTE (Vacant)
<b>Convert</b>	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
<b>Delete</b>	Deputy Team Leader	1.0 FTE
<b>Delete</b>	Visiting Officer	1.0 FTE
<b>Delete</b>	Financial Assessment Officer	1.0 FTE
<b>Revisions</b>	Team Leader (Community Financial Assessments) to reflect new management structure	1.0 FTE
<b>Revisions</b>	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.

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
<b>Delete</b>	Social Worker	4.0 FTE (1 Vacant)
<b>Create</b>	Assessment & Enablement Officer	4.0 FTE
<b>Revisions</b>	Social Worker	Supervision of up to 1 AEO
<b>Revisions</b>	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
<b>Delete</b>	Assessment & Enablement Officer	1.0 FTE (vacant)
<b>Revisions</b>	Social Worker	Supervision of up to 1 AEO
<b>Revisions</b>	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
<b>Delete</b>	Social Worker	10.0 FTE (5.46 FTE Vacant)
<b>Create</b>	Assessment & Enablement Officer	8.0 FTE
<b>Revisions</b>	Social Worker	Supervision of up to 1 AEO
<b>Revisions</b>	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.

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
<b>Delete</b>	Social worker	9.0 FTE (4.51 FTE Vacant)
<b>Delete</b>	Team leader	1.0 FTE (1.0 FTE Vacant)
<b>Create</b>	Assessment & Enablement Officer	5.0 FTE
<b>Create</b>	Principal social worker	1.0 FTE
<b>Revisions</b>	Social Worker	Supervision of up to 1 AEO
<b>Revisions</b>	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
<b>Delete</b>	Head of Prevention and Wellbeing	1.0 FTE
<b>Delete</b>	Service Manager (3.0 in OP/PD and 1.0 in LD)	4.0 FTE (1.00 FTE Vacant)
<b>Create</b>	Head of Integrated Care Older People and Physical Disabilities - Hospitals and Health Partnership	1.0 FTE
<b>Create</b>	Head of Integrated Care Older People and Physical Disabilities - Social Care Direct	1.0 FTE
<b>Create</b>	Head of Learning Disabilities	1.0 FTE
<b>Revisions</b>	Head of Integrated Care Older People and Physical Disabilities	Changed to Head of Integrated Care Older People and Physical Disabilities – Localities
<b>Revisions</b>	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 BEHMT 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.

### 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
<b>Delete</b>	Information Analyst	1.0 FTE
<b>Delete</b>	Resource Officer	1.0 FTE
<b>Delete</b>	Data Inputter	1.0 FTE
<b>Revise</b>	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.

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
<b>Delete</b>	Prevention and Well-being Development Officer	1.0 FTE (Vacant)
<b>Delete</b>	Prevention and Well-being Carers Officer	1.0 FTE (Vacant)
<b>Revisions</b>	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.

The specific changes proposed to roles are as follows:

Action	Roles	Impact
<b>Delete</b>	Team Leader / Principal Social Worker	1.0 FTE (Vacant)
<b>Delete</b>	Lead Practitioner Social Worker	1.0 FTE
<b>Delete</b>	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](#).

## 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 ( <i>see section 3.3 on Customer Care for detail</i> )	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

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.

## 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

## 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	Confirmation of appointments
February 2016	Statutory notice of redundancy (including redeployment) (TBC)
April 2016 onwards	New structure in place.

## 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.

<b>Structured survey</b>	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.
<b>Email</b>	Comments and suggestions can be emailed to <a href="mailto:engage.adults@barnet.gov.uk">engage.adults@barnet.gov.uk</a> or directly to one of the Assistant Directors at <a href="mailto:jon.dickinson@barnet.gov.uk">jon.dickinson@barnet.gov.uk</a> or <a href="mailto:james.mass@barnet.gov.uk">james.mass@barnet.gov.uk</a>
<b>Drop-in sessions</b>	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.
<b>One-to-one meetings</b>	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.

### 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](http://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](mailto: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.