

	<h2>General Functions Committee</h2>
<p style="text-align: right;">Title</p>	<p>Commissioning Restructure and Associated Senior Management Position</p>
<p style="text-align: right;">Report of</p>	<p>John Hooton – Interim Chief Executive and Head of Paid Service</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;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A - Current and Proposed Structure Chart</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>John Hooton John.Hooton@barnet.gov.uk 020 8359 7850</p>

<h3>Summary</h3>
<p>This report proposes changes to the senior management structure affecting the commissioning group and delivery units. Details of the proposed changes are set out in the main body of the report.</p>
<p>The previous Head of Paid Service undertook individual consultations between the 4th December 2015 and 12th February 2016.</p>
<p>Although this restructure affects fewer than 20 employees, the seniority of the employees and the impact across lower levels of the organisation warrant consideration by the General Functions Committee.</p>
<p>Subject to the agreement by the General Functions Committee of the recommendations below, the Committee will also be asked to consider the pay and grading of the amended positions, in line with the Council’s existing senior management pay scales.</p>

Recommendations

It is recommended that the General Functions Committee AGREE:

- 1. The deletion of 1 post from the Council's establishment, the re-grading of 2 posts and the change in line management arrangements for Commissioning Directors and Delivery Unit Directors as set out in section 6 of this report.**
- 2. Agree to implement a restructure in accordance with the 'Proposed Structure' chart at Appendix A of this report. The list of posts on the establishment at this level will be as set out on that chart. The restructure will be implemented as from 1st April 2016.**

1. WHY THIS REPORT IS NEEDED

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

2. REASONS FOR RECOMMENDATION

- 2.1 The recommendations in this report are designed to strengthen the Council's commissioning functions for the reasons set out in the consultation.
- 2.2 The reason for this proposed decision is to formally alter the Council's establishment and that the Committee are satisfied that the proposals, rationale and consultation have been sufficient.
- 2.3 On 13th October 2014, the General Functions Committee noted a report concluding the re-organisation of the Council and the appointments to senior positions within the structures of the Council.
- 2.4 The purpose of the reorganisation was to establish firm arrangements for commissioning services and enhance the focus of strategic managers to commission services based on outcomes and a stronger customer orientation.
- 2.5 In addition, the restructure released financial savings recognising the need to invest in strategic management capacity whilst delivering savings in management structures.
- 2.6 To inform the recommendations to this Committee, the former Head of Paid Service undertook a consultation with affected staff both within the Commissioning Group and the wider senior management structure.

Proposals

- 2.7 The proposals are summarised as follows:

Commissioning:

- Deletion of the Strategic Director role.

- Realigning the reporting responsibilities of the four Commissioning Directors to the Chief Executive / Head of Paid service.
- Following external assessment by Hay Group, re-grade the Commissioning Directors for Growth & Development and for Environment to Chief Officer Band 3 £124,870 to £134,870 to consistently align the grading's for all Commissioning Directors (effective from 1 April 2016). This grading was carried out within the Council's HR procedures on grading.

Delivery Units

- Realigning the reporting responsibilities of the Director of Adults & Communities Services and Director of Family Services to the Chief Operating Officer.

Assurance

- There are no proposals in respect of the Council's Assurance functions.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 These recommendations and the structure have been subject to consultation and amended as set out in the report, below. Consideration to continue with the existing arrangements would result in the retention of the current structure, without the benefit of the savings indicated and improvements to the intention to strengthen the commissioning functions of the Council.
- 3.2 The development of the proposal included a 30 day consultation with senior managers to explore alternative proposals.

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The report concerns the commissioning functions of the Council.

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

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

- 5.2.2 Subject to the approval of the remuneration levels, the overall structure will see a further reduction in senior management costs of around £111,216 for a full year.

- 5.3 **Social Value**
Not applicable.

5.4 Legal and Constitutional References

5.4.1 If the changes are approved it will be necessary to make some consequent amendments to the statutory officer protocol.

5.4.1 This decision relates to the senior management structure. Separate decisions relating to individuals will be taken in accordance with the Council's scheme of delegation and HR policies, for example a decision to re-grade a post or assimilate an employee into a new post.

5.5 Risk Management

5.5.1 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.

5.6 Equalities and Diversity

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

The proposals set out today directly affect 6 employees. There are no changes to the overall number of roles available to this group as the Strategic Director of Commissioning role, proposed for deletion, is vacant.

5.7 Consultation and Engagement

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

The previous Head of Paid Service launched the formal consultation with employees potentially affected by these proposals, all of whom are not covered by any collective bargaining arrangements.

The consultation was undertaken through individual consultation: the previous Head of Paid Service had face to face meetings during the consultation with those potentially affected. Further meetings were offered during the consultation period. No individual feedback was received.

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

5.8 **Insight**
Not applicable

6. **BACKGROUND PAPERS**
There are no background papers.