

London Borough of Barnet

Finance Service Restructure: Consultation Close Report

September 2019

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1 Introduction

- 1.1.1 This document seeks to confirm the final proposals to the restructure of the Finance service, following a period of formal consultation with staff and the trade unions from 20 August 2019 to 19 September 2019.

2 Background and Principles

2.1 Background

- 2.1.1 On 11th December 2018, after consideration of three options, the Policy and Resources Committee authorised the insourcing of the finance function from Capita. The transformation project began in April 2019, when staff were TUPE'd across from Capita. The finance transformation is part of the Council-wide transformation of the corporate centre.
- 2.1.2 The purpose of this project is to transform the finance service to ensure that it remains fit-for-purpose. This includes a redesign of the people, process and tech elements of the operating model. The Integra system, revenue and benefits and accounts payable teams are outside of the current project scope.
- 2.1.3 There are a few key drivers for this transformation.
- The outsourced operating model was designed to meet Capita's requirements for how services should be delivered, which differs from the Council's approach.
 - Secondly, there were performance concerns raised in the past that have yet to be addressed. This process has been designed to ensure that a robust structure is in place to enable Finance to focus on these issues and identify potential solutions.
 - Finally, the Council has been subject to significant change since the start of the Capita contract that has affected finance's role and nature of value sought from the service, so transforming the service is necessary to meet these changing demands.
- 2.1.4 The finance transformation project is intended to achieve the following outcomes:
- improved service performance
 - satisfied customers
 - employee development
 - a better Barnet
- 2.1.5 A dedicated project team was created to support the transformation by working with key customers and finance staff, ultimately to create a fit-for-purpose structure. This transformation journey involved numerous steps designed to help understand the issues and requirements to help the service achieve the intended outcomes listed above.
- 2.1.6 **May to July** - one-to-one meetings were held with key customers and finance staff to understand the current functions and challenges of the service, and ideas for improvement. Customers rated the service as performing between average and below average, with considerable issues cited in relation to accuracy, timeliness and general customer service support; whilst finance staff agreed with these issues, lack of capacity and training were

often cited as reasons for the performance challenges. The restructure is designed to help make improvements in some of these areas and address the team's challenges.

- 2.1.7 **May to June** - workshops were held with the Finance Leadership Team and staff in order to create a vision and strategic objectives for the service that took into account the broader context of local government finance. All staff agreed on the service's vision and objectives, and the structure has been created to support this strategic direction.
- 2.1.8 **July to August** - a series of workshops were held with finance leadership, finance staff and key customers to co-develop a team structure designed to help address some of the service's current challenges and achieve the intended outcomes. Taking into consideration all of the issues and staff input, the Finance Leadership Team designed a structure that builds on the proposed structures created through all of the workshops with staff.

2.2 Principles

- 2.2.1 In addition to the vision, strategic objectives, desired outcomes, key customer and staff input, the following design principles governed the development of the proposed structure:
- **Service Improvement:** All proposed structure changes are to be designed with the ultimate objective of service improvement.
 - **Specific Roles and Responsibilities:** Structure options should enable clear differentiation between roles and responsibilities.
 - **Career Trajectory:** Structure options should outline a clear, achievable career path for team members that facilitates succession planning.
 - **Fit-For-Purpose:** Structure options should reflect our understanding of the evolving role of finance and should enable us to meet our customers' needs.
 - **Evenly Distributed Work Effort:** Structure options should include an even distribution of work effort across similar roles and within teams.
 - **Clear Line Management:** Structure options should include clear line management responsibility for all roles with a single line manager wherever possible.
 - **Minimise Key Personnel Risk:** Structure options should seek to minimise key personnel risk.
 - **Internal Consistency:** Structure options should be internally consistent in their design, i.e., no two aspects of the design should contradict or negate each other.
 - **Restrictions:** Structure options should not include changes to the senior management team (recently restructured) or embedded finance teams.
- 2.2.2 In addition to these design principles, the restructure was conducted in line with Council's HR policy on Managing Organisational Change, specifically the following principles:
- Employees will be treated in a fair and equitable way;
 - Advance notice of the impending change will be given to staff as soon as possible;
 - Change will be brought about following consultation;
 - The need for compulsory redundancy will be minimised but balanced against the Authority's need to retain employees with the skills and experience necessary to best meet future service requirements; and
 - Redeployment opportunities will be maximised.

3 Consultation

- 3.1.1 The consultation was launched for a 30-day period on 20 August 2019 and closed on 19 September 2019, with a formal consultation close briefing on 20 September 2019.
- 3.1.2 The Trade Unions were initially informed of consultation at a meeting on 30 July 2019. A pre-consultation meeting was held with the Trade Unions on 19 August 2019, and weekly meetings were held throughout the consultation period. A close of consultation meeting was held with on 24 September 2019.
- 3.1.3 Staff were encouraged to comment and put forward ideas to improve proposals and provide alternative proposals. There were a number of ways to put these forward or to ask questions:

Response Method	Details
E-mail	<p>Comments and suggestions could be emailed to Finance.Transformation@barnet.gov.uk.</p> <p>Nine individuals responded in this way. Where appropriate, key messages from feedback has been included in Section 4 (Consultation Summary and Response).</p>
Drop-in sessions	<p>There were four open drop-in sessions throughout the consultation period where staff were invited to discuss the proposals with the leadership team. The dates were 4 September (15:00-16:00); 11 September (14:00-15:00); 16 September (15:00-16:00); and 18 September (11:00-12:00).</p> <p>A schedule of dates of all the drop-in sessions were circulated to staff with the consultation document, and a copy of the schedule was posted in the work area.</p> <p>The number of attendees for each session and a summary of discussions can be found in Section 4 (Consultation Summary and Response), where appropriate.</p>
One-to-one meetings	<p>Every staff member was given the opportunity to book one-to-one meetings with the leadership team to discuss the proposals.</p> <p>A total of 66 half-hour bookable slots were made available with the leadership team between 21st August and 19th September. A schedule was circulated to staff with the consultation document, and a copy of the schedule was posted in the work area. Individuals were sent outlook invites for sessions they signed up for, and were able to book multiple sessions. A total of 36 staff had one-to-one sessions.</p> <p>A summary of discussions can be found in Section 4 (Consultation Summary and Response), where appropriate.</p>
Anonymous Form	<p>An anonymous, online form was made available for staff to share their comments and suggestions. A total of 9 questions were received during the formal consultation period through this form.</p>

Response Method	Details
	A summary of questions can be found in Section 4 (Consultation Summary and Response), where appropriate.
Frequently Asked Questions	All questions asked through the anonymous form, via email, or in-person was collected and responded to (where this was not personal) in the form of a FAQ document (excluding personal individual questions which were responded to directly) so that all have had the benefit of any additional information. The anonymous form and FAQ Log were started prior to the formal consultation period, on 25 th July.

3.1.4 The proposed structure was also shared with key customers, and their feedback has been considered as part of this process.

4 Consultation Summary and Response

4.1.1 A number of consultation responses were received as outlined in the table above. Feedback and responses have been summarised in the table below. Where individuals sought clarity on specific, personal issues they have been responded to directly.

Summary of Feedback	Response	Action
Theme 1: Salary/Remuneration Changes		
<p>Several team members raised concerns around salary changes, predominantly decreases in salary as a result of the roles they had been matched to.</p> <p>Given that this is not a cost-savings exercise, team members questioned the justification for the decreases.</p> <p>Additionally, some team members indicated that their matched roles appeared to have increased responsibility yet salaries appear to have remain unchanged.</p> <p>Finally, team members queried detrimental changes in benefits as</p>	<p>Three main principles were followed for all salary considerations, namely, fairness/equity, standardisation and marketability.</p> <p><u>Fairness/Equity</u></p> <p>Under the old structure we observed significant variances in salaries amongst staff members with the same job role, in the worst case as large as £10k variation between people doing the same job, this we believe to be inherently unfair/inequitable and likely due to legacy Capita remuneration policies.</p> <p>To address this we sought to standardise the remuneration for individuals expected to do the same job, essentially following a same job same pay principle.</p> <p><u>Standardisation</u></p> <p>Standardisation meant that all new job descriptions in the proposed structure were evaluated against the council’s objective criteria, similar to the unified reward process.</p> <p>This process included comparisons between similar roles within finance and the rest of the Council.</p>	<p>No change, however outstanding job evaluation concerns can be discussed with line managers going forward.</p>

Summary of Feedback	Response	Action
<p>a result of switching to the standard terms and conditions.</p>	<p>The net result of this process included both increases and decreases in expected remuneration (inc. benefits) to affected staff members owing to the aforementioned disparity.</p> <p><u>Marketability</u></p> <p>To ensure that the council is able to adequately recruit and retain suitable staff, the outcomes of the evaluation process were compared to existing market rates.</p> <p>Based on this analysis we believe our FO roles to be weighted at the top end of the market with all other roles around market average.</p>	
Theme 2: Qualifications		
<p>The proposed structure indicated qualification requirements for the Finance Manager and Head of Finance levels.</p> <p>Team members raised concerns with this requirement with reference to stage of career, qualification by experience and equivalent qualifications.</p> <p>Team members sought transitional arrangements to assist in embedding this requirement.</p>	<p>The qualification requirement is intended to enable service improvement by ensuring that we are able to maintain a professional standard and adapt to changing service demands through continued professional development.</p> <p>Notwithstanding the above, the leadership team have taken the concerns raised into consideration and have decided on a one-time transitional arrangement that applies only to staff members in affected roles at the time of the transition.</p> <p>Affected staff members (those assimilated to FM roles only) will not be required to obtain the relevant qualification but will be expected to attend relevant training courses to maintain their professional knowledge base.</p> <p>Individuals who are considering a promotion will however be required to obtain the relevant qualification within a reasonable time period.</p> <p>Team members should note that standards have risen through the new JDs and that performance expectations have adjusted accordingly.</p>	<p>Prospective application of the qualification requirement given the once-off transitional arrangement for affected staff.</p>
Theme 3: Assessment and Development Centres		
<p>Assessment and Development Centres (A&D) were included as an integral part of the transformation</p>	<p>A significant portion of team members who were brought in from Capita lacked a track record of effective performance management for a number of years. As a result, the leadership team has little information on the</p>	<p>No change</p>

Summary of Feedback	Response	Action
<p>process at the onset of the project</p> <p>Team members have raised concerns about what the A&D centre results would be used for and what the process would look like. Team members raised concerns on the relevance of the assessments to their JDs and day-to day activities. Team members raised concerns about a pass/fail mark and the consequences thereof.</p>	<p>capabilities of a large portion of the team. To rectify this, the A&D centres were introduced with assessments designed and managed by CIPFA (with our input) to provide an objective view of the capabilities across the team.</p> <p>The capabilities we have asked them to assess are the same core capabilities that were used to design the proposed structure.</p> <p>Understanding core capabilities within the team enables effective workforce planning and the development of tailored development plans suited to service needs, individual development needs and career ambitions.</p> <p>Assessments will be used to inform individual and departmental development plans and enable effective performance management going forward. Where individuals are seeking promotion, assessments will be used to inform this decision along with an internal interview. The leadership team co-designed and held information sessions with CIPFA to shed some light on the A&D process.</p> <p>Assessments have been developed on capabilities and not JDs, this provides the leadership team with an understanding of an individual's ability to move up their workstream or across to another team. There is no pass or fail mark, it is not an exam, it is an assessment of capabilities.</p> <p>Report outcomes will only indicate individual strengths and weaknesses with respect to the capabilities assessed.</p>	
Theme 4: Generic Job Descriptions		
<p>Generic job descriptions were designed to assist in the delivery of the design principles of reducing key personnel risk and enabling career progression.</p> <p>Team members raised concerns surrounding the level of detail contained within JDs, specifically that there didn't appear to be</p>	<p>Generic JDs were designed to facilitate career development, job rotations and improve overall team resilience.</p> <p>JDs are not intended to facilitate task or workflow management, rather they are intended to indicate the major accountabilities, skills and capability requirements at specific levels.</p> <p>Task lists are being developed by line managers to assist with team task/workflow management that includes further detail for specific roles within levels.</p>	<p>Develop and distribute task lists across the team</p>

Summary of Feedback	Response	Action
<p>sufficient detail to indicate what day to day tasks would look like for specific roles.</p> <p>Team members raised concerns that JDs appeared to include tasks/activities that fell outside their understanding of the scope of the role and queried whether or not it indicated increased expectations on roles.</p>	<p>Although JDs are comprehensive, team members may not be required to complete all of the tasks associated with the accountabilities in the JD, e.g., income finance officer may be given different tasks to cash finance officers.</p> <p>Notwithstanding this, all team members at the same level are expected to have the skills and capabilities required to perform all tasks associated with the JD.</p>	
<p>Theme 5: Sufficient Resourcing in Structure</p>		
<p>One of the design principles indicated a desire to ensure an evenly distributed work effort across the service.</p> <p><u>Business Partnering</u></p> <p>Team members and stakeholders alike indicated that the business partnering team, although with an improved distribution of work effort, remained unevenly balanced across the relevant service areas.</p> <p>Specifically, given the extent of their remit, the growth, housing and corporate services (GHCS) team was mentioned as potentially being under-resourced.</p> <p>Requests were also made to omit the capital monitoring requirement for business partners or to provide additional</p>	<p>One of the design principles indicated a desire to ensure an even distribution of work effort across the service, in light of this and the concerns raised we have resolved to do the following:</p> <p><u>Business Partnering</u></p> <p>To increase the number of finance managers in the GHCS team by one, furthermore, the trainee accountant from the adults team will be moved to GHCS to provide additional support.</p> <p>To partially fund the additional FM, two Finance Officers in the Children’s team will be removed from the structure.</p> <p>Capital monitoring will still be required to be undertaken by all FMs in the business partnering team, supported by a capital lead in the financial reporting and closing team. This is to ensure that business partners are capable of providing suitable strategic advice across capital and revenue budgets and add value across the piece.</p> <p>We do not believe the capital monitoring needs in the Children’s team warrants a full-time FM resource and that the final structure proposal provides the team with sufficient resource to meet the demands placed on them.</p> <p>In making this decision we took the distribution of work effort across the business</p>	<ul style="list-style-type: none"> • +1 FTE FM in GHCS team (funded by -2 FTE FOs in Children’s) • +1 FTE AFM in Exchequer • +1 FTE AFM for planning and strategy team • No changes to capital monitoring

Summary of Feedback	Response	Action
<p>resourcing for capital monitoring in relevant teams.</p> <p>A request was made to add an additional FM to the Children’s Social Care and Education team to assist with capital monitoring needs.</p> <p><u>Exchequer</u></p> <p>Owing to the addition of p-card responsibilities to the Exchequer team, it was suggested that the cash team are currently under-resourced and that additional FOL2 and FO resources be added to this team.</p> <p>Additionally, concerns were raised about the suitability of the FO JD for the cashier-type role given additional responsibilities seemingly not reflected therein.</p> <p><u>Planning and Strategy</u></p> <p>Many team members recognised the importance of and appreciated the dedicated resource for planning and strategy; however, many comments were received regarding the need for additional support for that role.</p>	<p>partnering team into consideration and believe that the final proposal provides a more balanced, evenly distributed work effort across the BP team. We will therefore not be adding in an additional FM to the Children’s team.</p> <p><u>Exchequer</u></p> <p>In response to the concerns raised we have added an additional AFM to lead the cash team and provide support for the P-card activities.</p> <p>The FO non-accounting task lists currently being developed supplement the JD and will shed some light on the detailed responsibilities required of the cashier FO role; we believe the FO JD is sufficient to cover the tasks expected of a cashier role.</p> <p><u>Planning and Strategy</u></p> <p>The feedback on resourcing for the planning team was welcomed; given the significance of the portfolio and key personnel risk posed in the proposed structure, an AFM has been added to this team.</p>	
Theme 6: Matching Process		
<p>Many team members stated that they did not understand the</p>	<p>Proposed role matches were explicitly indicated in the consultation document.</p>	<p>No change</p>

Summary of Feedback	Response	Action
<p>roles they had been matched to in the proposed structure.</p> <p>Part of the confusion was related to job descriptions being so generic that it was difficult to fully grasp the specifics of the proposed roles.</p> <p>Additionally, some team members indicated that they were unclear on how the 55% matching process was undertaken, particularly in light of the job descriptions being so generic.</p>	<p>Notwithstanding this however, team members were encouraged to book 1:1s with the leadership team or use any other channel made available, in order to gain an understanding of which job description they were matched to.</p> <p>The 55% role matching exercise was undertaken in line with the Council's Managing Organisational Change policy, which means that prior to the opening of formal consultation, we carried out an assimilation exercise to identify which posts were considered a job match for roles in the new structure based on a comparison of roles and responsibilities (old JDs were compared to new JDs).</p>	
Theme 7: Job Titles		
<p>Team members expressed concern that changes to their job titles could be perceived as a demotion or possess lower status than their previous title.</p> <p>This was deemed to be problematic, as the perception that they were demoted could be detrimental to their career progression and future employment opportunities.</p> <p>This feedback was received primarily in relation to the Management Accountant (MA) roles, which had been proposed to be called Finance Officers (FO).</p>	<p>During the design workshops it was recognised that the tasks performed by team members in the MA role was not in line with the tasks and activities traditionally associated with the MA job title.</p> <p>There appeared to be significant variation in MA tasks and qualifications across teams.</p> <p>The AFM role was created to assist FOs in reaching the FM level by providing a stepping stone to obtain experience in the activities traditionally associated with MAs.</p> <p>However, we did not recognise the potential negative perception and impact of this job title change, so have resolved to change FO job titles to Accounting Officer in response to this feedback.</p>	<p>It is proposed that FO job titles be changed to Accounting Officer in response to this feedback, but we will continue to engage with staff in this regard.</p>

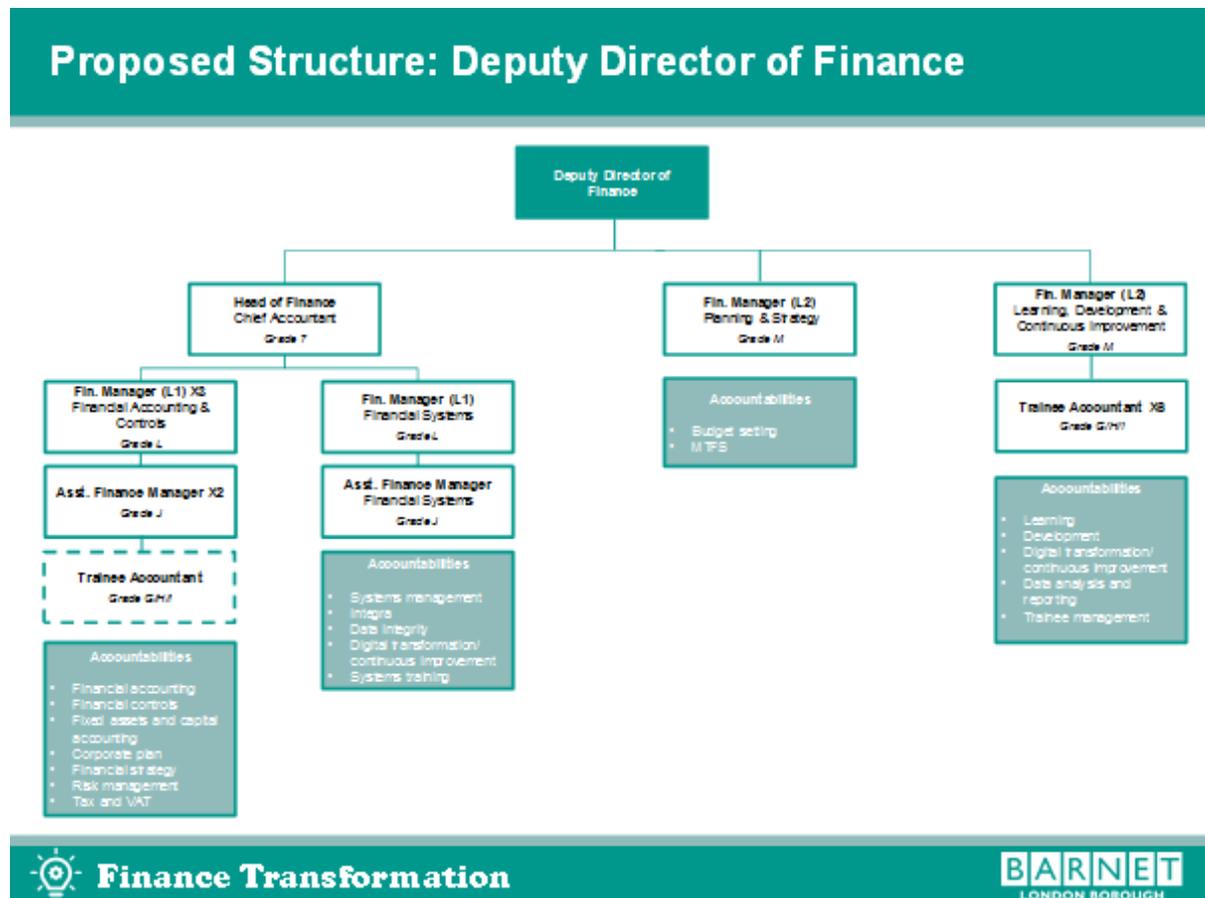
Summary of Feedback	Response	Action
Theme 8: Redundancy and Retirement		
<p>Team members raised concerns about qualification requirements and salary decreases and the impact on the potential for redundancy.</p> <p>Team members were concerned about the number of posts and roles and whether or not they had a place in the proposed structure or were being made redundant.</p> <p>There were some requests for voluntary redundancy and early retirement during the consultation period.</p>	<p>Qualification and salary impacts have been discussed elsewhere however neither have an impact on redundancy.</p> <p>It has never been our intention to place any team members at risk of redundancy, nor has it been an expected outcome of the transformation.</p> <p>Whilst we understand any salary loss is detrimental for team members, we believe the new roles being offered are suitable. Additionally, everyone has opportunities to apply for promotions, including those negatively impacted.</p> <p>We believe the combination of promotion opportunities, six months of pay protection and the prospect of a cost of living pay increase in April will help mitigate the impact of any salary losses.</p> <p>There is six months of pay protection and the prospect of a cost of living pay increase in April which will help mitigate the impact of any salary losses.</p>	<ul style="list-style-type: none"> • We will remain flexible in our approach to the allocation of individuals to the AFM and FO roles where number of posts and people are close together, this is to accommodate potential movement due to promotion. • We will continue to work with individuals through the Council's HR policies in partnership with our HRBP post consultation.
Theme 9: Deputy HoF Role		
<p>There was a request to create a Deputy HoF role in order to formalise a function that is currently provided by a team member.</p> <p>Additionally, it was expressed that this type of role provided a pathway to progression for the FM level.</p>	<p>One of the results of standardising job descriptions is increased responsibilities for senior level positions, including FMs.</p> <p>With this in mind, the FM job description has the added expectation of deputising for senior managers, as required.</p> <p>We believe these increased responsibilities will provide development opportunities to aid career progression for individuals at this level.</p> <p>As this job description applies across the service, we do not see the need to formalise a deputy role; we believe this maintains fairness and equity for everyone at the FM level.</p>	No changes
Theme 10: Positive Feedback		
<p>Team members have commented that the structure provides opportunity, flexibility and a clear path</p>	<p>The positive comments received are very much appreciated and most welcomed; all team members are valued and your input to this process is invaluable.</p>	N/A

Summary of Feedback	Response	Action
<p>towards career progression.</p> <p>Team members reflected positively on the consultation process and the transformation journey as a whole indicating that they felt as though their voices were heard and that they had a say on the outcomes.</p> <p>Team members reflected positively on the focus on service improvement, learning and development and the sincerity with which it has been carried forward as reflected in the structure.</p>	<p>We indicated at the launch that it was always our intention to have an inclusive and collaborative transformation process, with open and honest communication and we continue to strive for this.</p> <p>The drive for the transformation has been service improvement and it has remained an overarching theme in everything we have designed, developed and implemented thus far; we are committed to supporting you along this journey.</p>	

5 Final Proposals by Team

5.1 Deputy Director of Finance Team

5.1.1 The consultation document proposed the following:



- Key areas of accountability:
 - Planning and strategy
 - Financial accounting, controls and systems
 - Learning, development and continuous improvement
- It is recognised that a more concerted effort and increased capacity is needed in these key areas of accountability.
- Financial accounting and controls are being bolstered through the creation of a Chief Accountant role (former Head of Finance, Closing and Monitoring role), as well as increased capacity through the addition of 2 Financial Manager roles. This will include leadership on fixed assets and capital accounting, which has been identified as an area that is lacking clarity and coordination across the Council.
- Financial systems responsibility has been moved under the Chief Accountant to better align with the controls environment, delivered through a new Finance Manager post and new Assistant Finance Manager post.
- A dedicated resource for planning and strategy, specifically budget setting and MTFS has been added at a Finance Manager level.
- A dedicated resource has been added for learning, development and continuous improvement, including leadership on the trainee programme.

- Responsibility for the following have been moved to other teams: revenue and benefits and grants management have been moved to Investments and Innovation, while corporate services has been moved to Business Partnering.

Strategy, Financial Accounting and Controls				
Current Post	New Post	Proposed Action	Net Impact	Comment
Head of Finance: Closing and Monitoring X 1 FTE (Vacant)	Head of Finance: Chief Accountant	Title change for consistency; JD upgraded; Recruit	No Change	Post currently vacant
Finance Manager X1 FTE (Vacant)	Finance Manager (L1) X 3FTE	Job Match – Assimilate to all FM matches	+2 FTEs	Post currently vacant
Financial Accountants X2 FTE	Assistant Finance Managers X2 FTE	Job Match- Assimilate to all AFM matches	No Change	More posts than people, no net change expected
CIPFA Trainees X2 FTEs	Trainee Accountant X1 FTE	Job Match- Assimilate	No change to FTE, trainee has just been moved to another team	Total trainees increased from 2 to 6 however have been distributed across teams
	Finance Manager (L1): Financial Systems	New Role	+1 FTE	
	Assistant Finance Manager: Financial Systems	Job Match – Assimilate all AFM matches	-1 FTE	
	Finance Manager (L2): Planning and Strategy	New Role	+1 FTE	

Learning, Development and Continuous Improvement				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Finance Manager (L2): Learning, Development & Continuous Improvement	New role	+1 FTE	

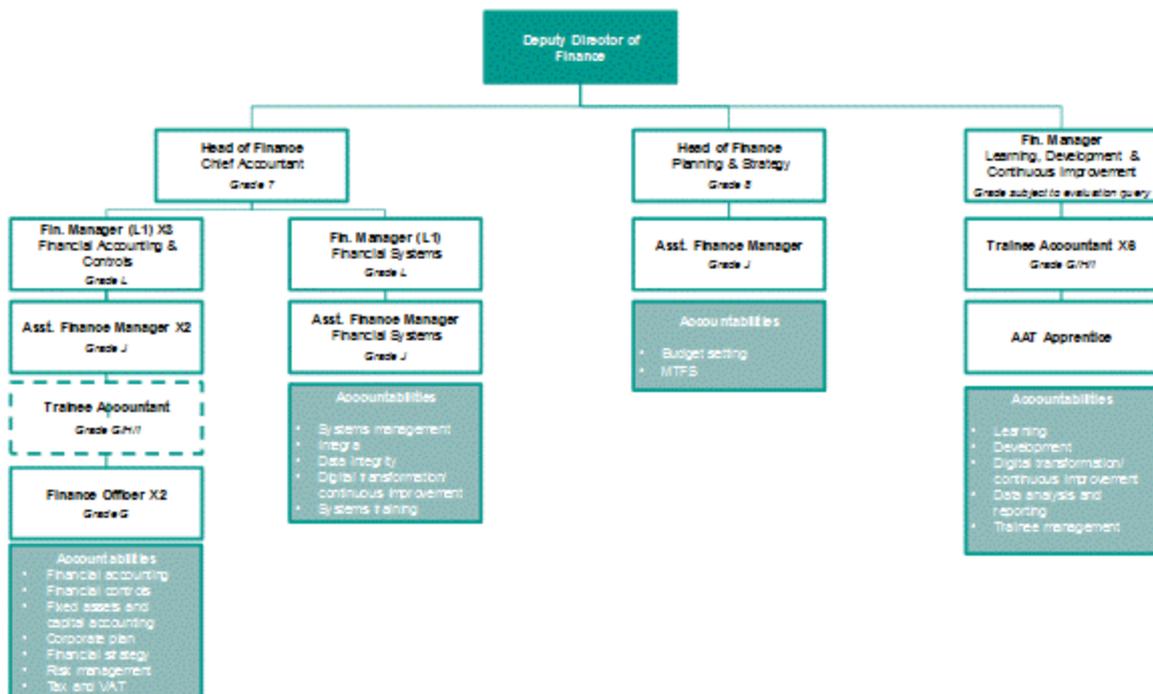
5.1.2 Final Proposal

- Strategy, Financial Accounting and Controls
 - +1 FTE AFM was added to the planning and strategy team to provide additional capacity to this significant portfolio, and to minimise key personnel risk

- Following the job evaluation process, the Finance Manager (L2): Planning and Strategy grade was changed from M to 8
- Furthermore, the title of the FM planning role was changed to head of finance given that it now matched a head of service grade
- Two Finance Officers transferred from the Growth, Housing and Corporate Services Business Partner team. This has been done to better align functions.
- Learning, Development and Continuous Improvement
 - No changes, however grade is subject to evaluation query
- Implement all proposals (no changes to original proposal)

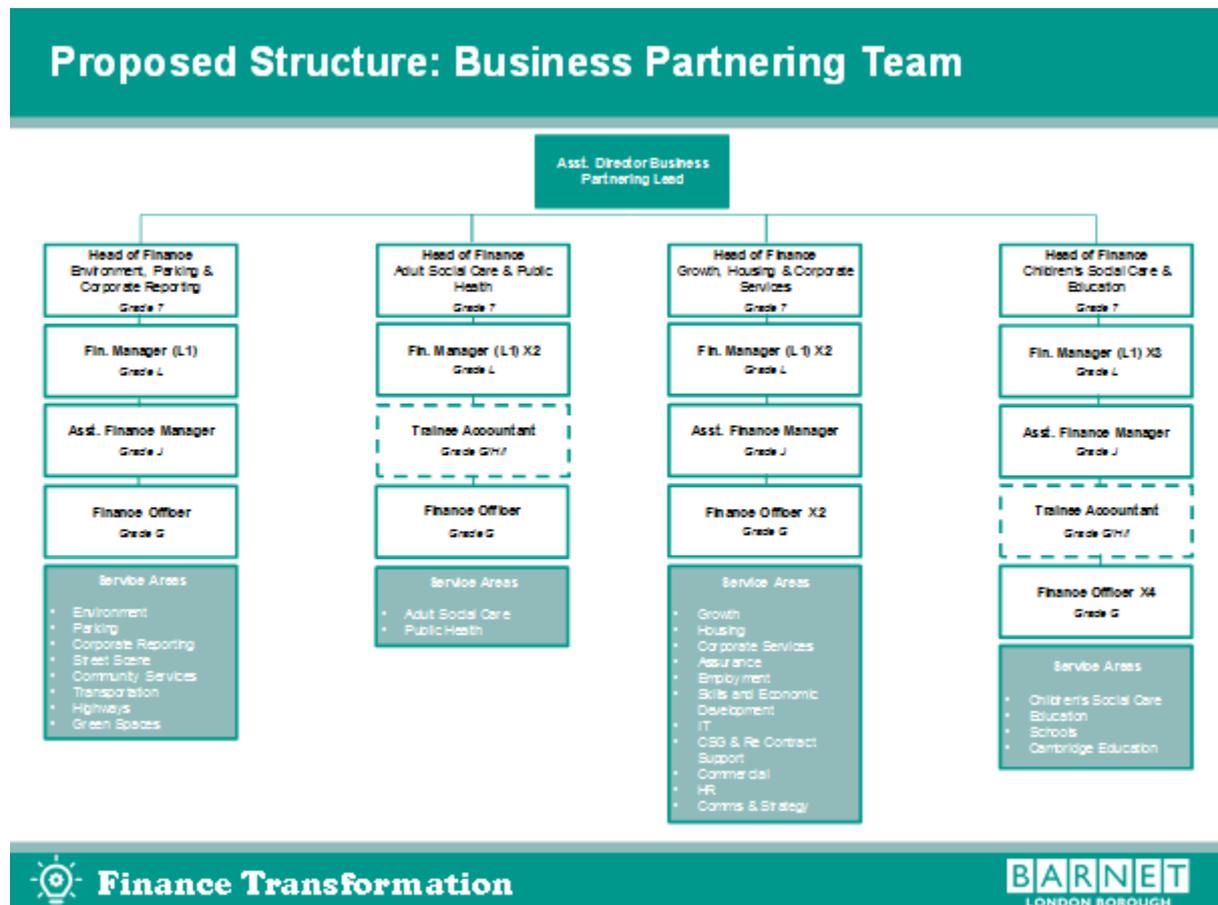
New Posts Added				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Assistant Finance Manger	New role	+1 FTE	
	Finance Officer	Post transferred from Growth, Housing & Corporate Services	+2 FTE	Strategy, Financial Accounting and Controls

Final Proposed Structure: Deputy Director of Finance



5.2 Business Partnering Team

5.2.1 The consultation document proposed the following:



- Key areas of accountability:
 - Adult social care and public health
 - Children’s social care and public health
 - Growth, housing and corporate services
 - Environment, parking and corporate reporting
- The functions and responsibilities of the business partnering team remain the same, which is the traditional role of supporting and challenging services.
- Projects has been moved to the Investments and Innovation team to emphasise that this work is not part of BAU, while Corporate Services has moved from the Deputy Director of Finance to the Business Partnering team.
- In relation to the Corporate Services and Environment portfolios, the current structure was not strategically aligned with the Directorates and the areas of accountability were quite broad. Accountabilities have been reallocated for better strategic alignment and workload balance.
- The current structure has a number of management accountant (MA) roles, with more than half the team in this grouping. It is proposed that some MA roles be converted to Finance Officer (FO) roles to better align with the core accountabilities, while others be deleted in favour of creating new Finance Manager (FM) roles. This is proposed in order to create the capacity to meet the needs of key customers and enable overall service improvement.

Business Partnering				
Current Post	New Post	Proposed Action	Net Impact	Comment
Senior Business Partner X4 FTE	Head of Finance: Senior Manager X4 FTE	Job Match – Assimilate to all HoF matches	No Change	One role currently covered by Interim
Finance Business Partner X10.8 FTE	Finance Manager (L1) X 9 FTE	Job Match – Assimilate to all FM matches	-1.8 FTEs	Potential upward movement for acting up FMs or sideways movement to new FM roles. More posts than people
Senior Management Accountant X2 FTE	Assistant Finance Managers X3 FTE	Job Match- Assimilate to all AFM matches	+1 FTE	More posts than people, no net change expected
Management Accountants X 9.6 FTE	Finance Officers X8 FTE	Job Match- Assimilate to all Finance Officer matches	-1.6 FTE	More posts than people, no net change expected
	Trainee Accountants X2 FTE	Job Match- Assimilate	+2 FTEs	New intake expected

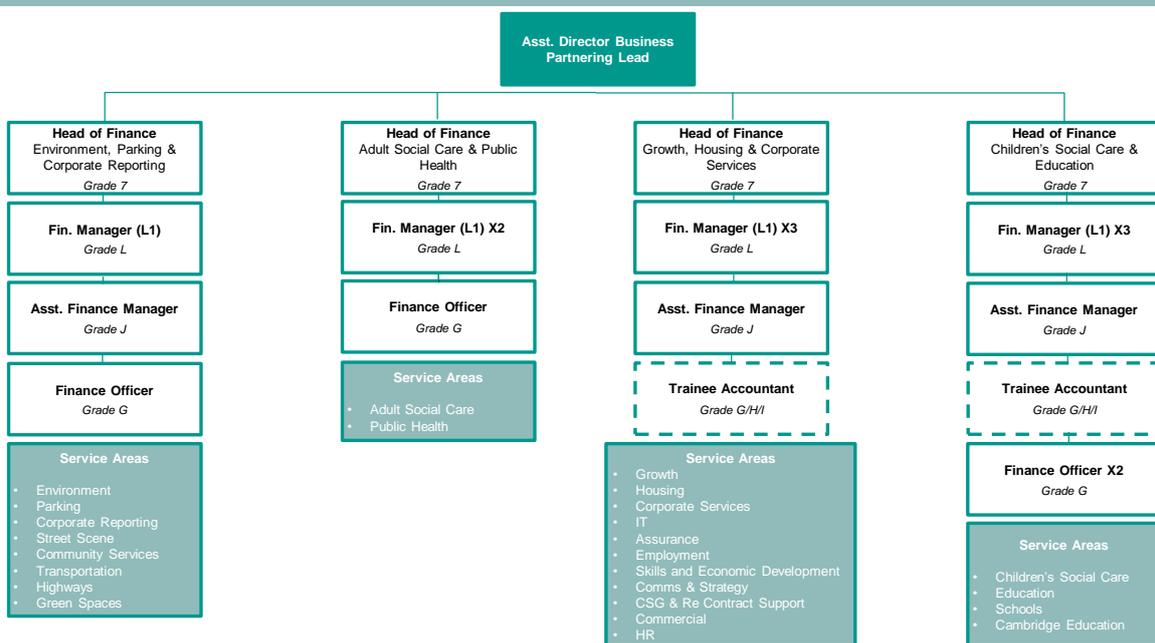
5.2.2 Final Proposal

- Environment, Parking & Corporate Reporting – implement all proposals (no changes to original proposal).
- Adults Social Care & Public Health – move trainee accountant from this team to the Growth, Housing & Corporate Services team; Implement all other proposals
- Growth, Housing & Corporate Services
 - Two Finance Officers transferred to the Strategy, Financial Accounts & Controls team to better align functions.
 - Addition of a Finance Manager to balance the work effort of business partner teams.
 - Implement all other proposals.
- Children’s Social Care & Education – Removal of two Finance Officers to balance work effort of business partner teams; Implement all other proposals

New Posts Added				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Finance Officer	Post transferred to Strategy, Financial Accounts & Controls	-2 FTE	Growth Housing & Corporate Services

New Posts Added				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Finance Officer	Removal of posts	-2 FTE	Removed to fund additional posts
	Finance Manager	Addition of a post to balance work effort	+1 FTE	

Final Proposed Structure: Business Partnering Team



5.3 Investments and Innovation Team

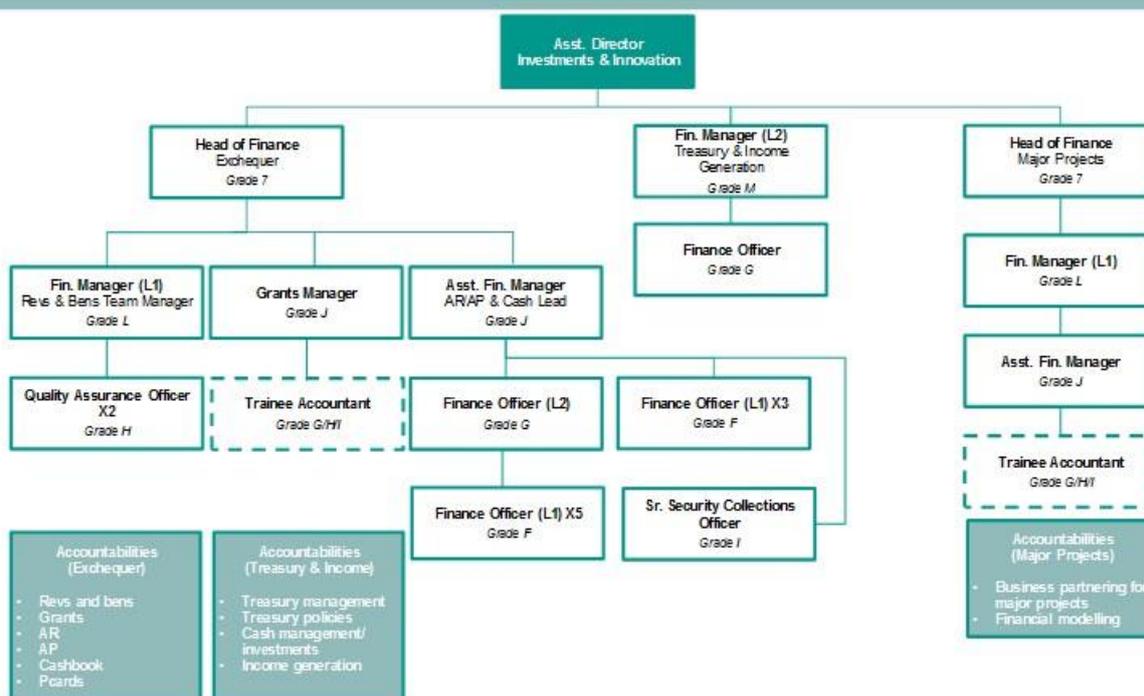
5.3.1 The consultation document proposed the following:

- Key areas of accountability:
 - Revenue and benefits
 - Accounts receivable
 - Accounts payable
 - Bank and cash
 - Treasury and income generation
 - Major projects
- This new team will be headed by a new Assistant Director post, with responsibility for driving investment and innovation in relation to all cash. Having oversight of all income,

payments and banking in this portfolio will enable strategic insights into the full cashflow picture.

- Revenue and benefits will be led by a Senior Manager, and renamed as Head of Finance, Exchequer, with a Grants Manager and Assistant Finance Manager as direct reports.
- Treasury moves from pensions to be combined with income generation, led by a new Finance Manager post, and supported by a Finance Officer.
- Major Projects will be moved out of Business Partnering to this team and given dedicated resources through a Senior Manager, Finance Manager and Assistant Finance Manager role. Once projects enter the BAU phase, they will be transferred to the Business Partnering team for oversight.

Proposed Structure: Investments & Innovation Team



Finance Transformation



Investment & Innovation				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Associate Director: Investment & Innovation X1 FTE	New role; Recruit	+1 FTE	
Management Accountant: Treasury X1 FTE	Finance Officer X1 FTE	Job Match – Assimilate to all Finance Officer Matches	No Change	
Senior Management	AFM X1 FTE	Assimilate to all AFM matches	No Change	

Investment & Innovation				
Current Post	New Post	Proposed Action	Net Impact	Comment
Accountant: Treasury X1 FTE				
	Finance Manager (L2): Treasury and Income Generation	New Role; Recruit	+1 FTE	
	Trainee Accountants X1 FTE	Job Match- Assimilate	+1 FTE	New intake expected

Exchequer				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Head of Finance: Exchequer X1 FTE	New Role	+1 FTE	Opportunity for acting up manager to become permanent HoF
Revenues and Benefits Manager X1 FTE	FM (L1): Revenues and Benefits Manager X1 FTE	Job Match - Assimilate	No Change	Assimilate with opportunity to step-up
Quality Assurance Officer X3 FTE	Quality Assurance Officer X2 FTE	Job Match – Assimilate to all QAO matches	-1 FTE	Potential upward movement for acting up QA officer
Senior Income Officer X1 FTE	Assistant Finance Manager X1 FTE	Job Match - Assimilate	No change	Assimilate
Income Officer X 6 FTE	Finance Officer Non-Accounting (L1) X6 FTE	Job Match- Assimilate to all FONA L1 matches	No Change	Roles were matched 1:1 in this category
Cashier & Control Officers X3.4 FTE	Finance Officer Non-Accounting (L1) X3.4 FTE	Job-Match – Assimilate to all FONA L1 matches	No Change	Roles were matched 1:1 in this category
Security Collections Officer X1 FTE	Security Collections Officer X1 FE	Job Match - Assimilate	No Change	
Grants Manager X0.6 FTE	Grants Manager X0.6 FTE	Job Match - Assimilate	No Change	
	AFM: AR/AP & Cash Lead X1 FTE	Job Match – Assimilate Income Manager role	No Change	

Exchequer				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Trainee Accountants X1 FTE	Job Match- Assimilate	+1 FTE	New intake expected

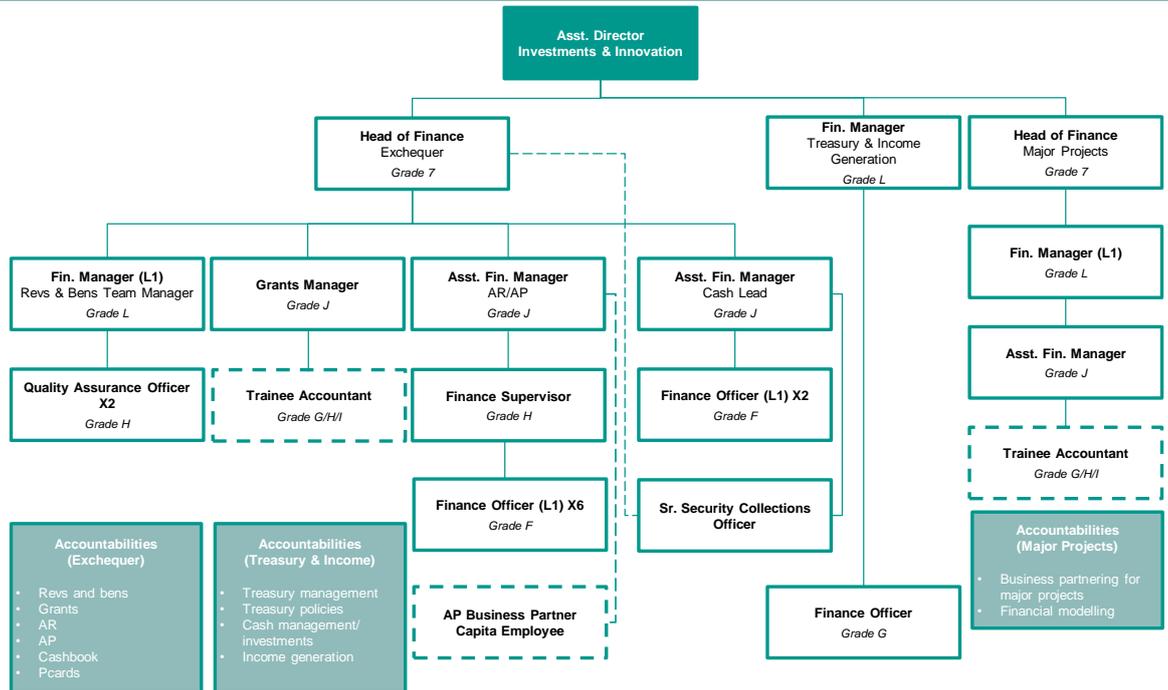
Major Projects				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Head of Finance: Senior Manager X1 FTE	New role	+1 FTE	Step-up opportunity for acting head
Finance Manager X1 FTE	FM(L1) Brent Cross X1 FTE	Job Match – Assimilate to all FM matches	No Change	Currently held by interim
Accountancy Assistant X0.6 FTE	AFM X1 FTE	Assimilate to all FO Matches	+0.4 FTE	Accountancy assistant deleted, AFM created
	Trainee Accountants X1 FTE	Job Match- Assimilate	+1 FTE	New intake expected

5.3.2 Final Proposal

- Investment and Innovation – Following the job evaluation process, the Finance Manager (L2) Treasury and Income was changes from M to L. All other changes to be implemented.
- Exchequer
 - An additional Assistant Finance Manager post to be added to support Cash team and Pcards.
 - AP Business Partner will feed into the AR/AP Assistant Finance Manager. This is a Capita post that is funded by the Council.
- Major Projects – implement all proposals (no changes to original proposal)

New Posts Added				
Current Post	New Post	Proposed Action	Net Impact	Comment
	Assistant Finance Manager	New role – recruit to	+1 FTE	Exchequer Team
	Finance Supervisor	New role – recruit to	No change	Promotional opportunity for FONA L1 in Exchequer Team

Final Proposed Structure: Investments & Innovation Team



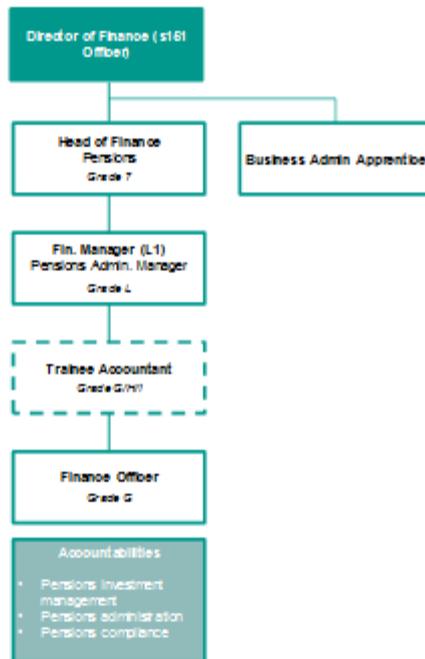
Finance Transformation

5.4 Pensions Team

5.4.1 The consultation document proposed the following:

- Key areas of accountability:
 - Pensions investment management
 - Pensions administration
 - Pensions compliance
- The team was streamlined to provide the Head of Finance with the ability to focus on elements of compliance, control and pensions administration.
- The treasury function has been moved from this team to the investment and innovation team to move towards higher yielding alternative investment options that are not necessarily suitable for the highly regulated pension investment environment.
- This team has been strengthened with the introduction of manager level staff, where it previously only consisted of senior management and more junior management accountants.
- Given the significance of the pension specialty, including the direct committee reporting requirement, the Head of Finance for pensions role reports directly to the s151 officer.

Proposed Structure: Pensions Team



Finance Transformation

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Pensions				
Current Post	New Post	Proposed Action	Net Impact	Comment
Head of Treasury and Pensions X1 FTE	Head of Finance: Senior Manager X1 FTE	Job Match – Assimilate to all HoF matches	No Change	
	FM(L1) Pensions Administration X1 FTE	New Post; Recruit	+1 FTE	
	Trainee Accountants X1 FTE	Job Match- Assimilate	+1 FTE	New intake expected

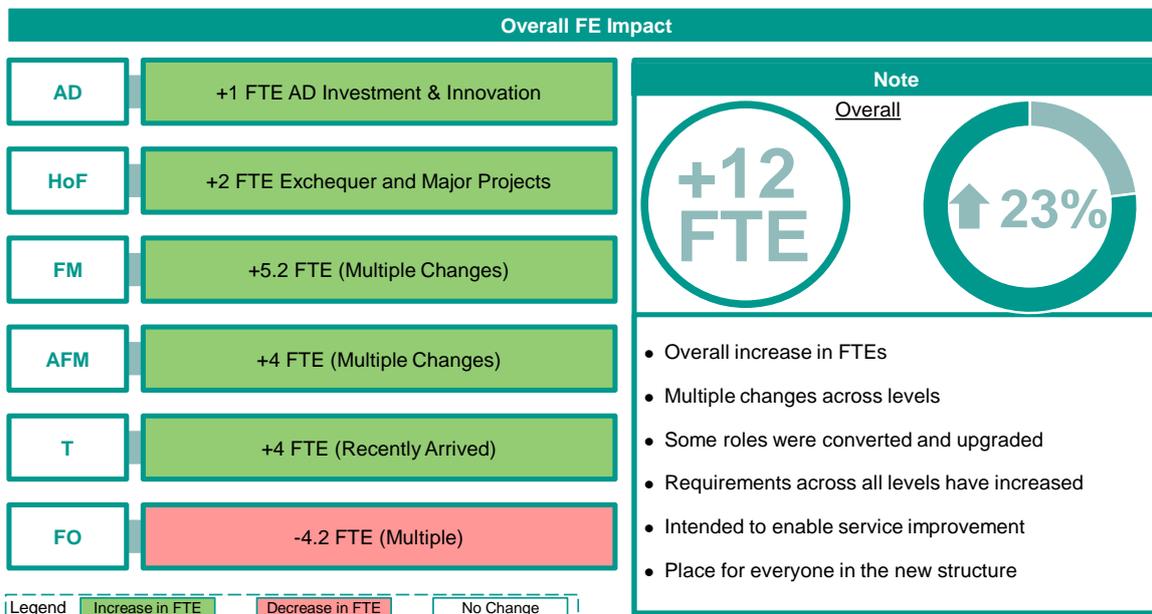
5.4.2 Final Proposal

- Implement all proposals (no changes to original proposal)

5.5 Final FTE Analysis Summary

Final Proposed Structure: FTE Analysis

Overall there was an increase of 12 FTEs the bulk of which happened in the Finance Manager level, this is intended to improve capacity and capability going forward



6 Selection for Roles

6.1 Ring-fencing and Assimilation

- 6.1.1 As per the Council's policy on Managing Organisational Change, where 55% or more of an existing role is contained within a new post at the same grade, staff will be automatically assimilated into the new role.
- 6.1.2 If there are more staff with a 55% role similarity than there are posts, then the post(s) will be ring-fenced and a competitive selection process will be undertaken.
- 6.1.3 You will be required to confirm your wish to be appointed to a ring-fenced role.
- 6.1.4 Where there are generic posts working across different teams, staff will be invited to express a preference for which team they wish to work in, should they be appointed, and this will be considered by the Finance Leadership Team.
- 6.1.5 Where the new post does not meet the 55% rule, the post will be open for competition and a competitive selection process will be undertaken.
- 6.1.6 Assessing similarity of job roles is an independent process to be completed by Human Resources.

6.2 Promotions

- 6.2.1 Staff will be invited to apply for promoted roles via e-mail. This will be limited to staff working in the Finance Department.
- 6.2.2 The application process will involve sending one page of A4 indicating how you meet the criteria of the role.
- 6.2.3 If shortlisted, you will be invited to attend a selection interview, which may also include a test.
- 6.2.4 If successful, there is no redeployment trial period or probationary period.
- 6.2.5 Employment will be offered on the basis of LBB's Unified Reward Pay and Terms and Conditions, which will impact leave entitlement and benefits.

6.3 Realignment and Redundancy

- 6.3.1 All employees potentially at risk of redundancy will have access to the Council's realignment opportunities.
- 6.3.2 It is important to stress that, although redundancy is something which is considered during any transformation process, it is not the intention to place any staff members at risk of redundancy as a result of these proposals; this is not an expected outcome based on the job matching exercise which was carried out pre-consultation.
- 6.3.3 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 (see Section 9 of this document).
- 6.3.4 Where staff experience a negative pay impact as a result of these proposals, Pay Protection arrangements will be in place in line with the council's Unified Reward Policy.

Redundancy and retirement requests were raised by some staff during the consultation period, in some cases owing to the proposed qualification requirements

7 Pay Protection

- 7.1.1 Pay Protection applies where staff are matched to a role which is on a lower salary than their existing role. This is put in place to support staff with making appropriate financial arrangements in preparation for a potential drop in salary.
- 7.1.2 Pay protection will be in place for affected staff for 6 months from the date of implementation of the restructure.
- 7.1.3 Pay protection is capped at one grade above the role you are matched to. For example, a staff member who is at the equivalent to Grade I, and is matched to a role at Grade G, will receive pay protection up to the top of Grade H.
- 7.1.4 If you have any queries around Pay Protection or other Unified Reward arrangements please speak to Human Resources.

8 Additional Support

8.1.1 Although there are no redundancies proposed as part of this transformation, it is recognised that staff may experience this change as difficult and you are encouraged to access support if this is the case.

8.1.2 Employee Assistance Programme

Staff may use the Council's free and confidential Employee Assistance Program, which provides access to wellbeing resources and counselling, amongst other support services. The service is available 24/7 to every Council staff member. Contact 0800 716 017 or www.employeecare.com.

8.1.3 HR Advice

The HR team is available on site. Please contact Sharni Kent, Sharni.Kent@barnet.gov.uk or Julia Duncan Julia.Duncan@Barnet.gov.uk for any HR advice.

8.1.4 Management

Please reach out to your line manager or the finance leadership team.

8.1.5 Trade Unions

If you are a member of a trade union, you may contact your representative.

8.1.6 Training

Training on interview skills was provided through an external recruitment firm, as well as the Barnet learning and development team. Information sessions were offered on the Assessment and Development sessions.