

LONDON BOROUGH OF BARNET

ADULTS AND HEALTH

**Formal consultation document on the
proposals for restructure of the Performance
and Systems Service**

Consultation Closure Report and Final Proposals

March 2021

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1 INTRODUCTION AND BACKGROUND

1.1 RESPONSIBLE OFFICERS

ROLE	NAME	CONTACT
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1.2 INTRODUCTION

Following the staff consultation this document outlines the final proposals for the new structure for Performance and Systems, as well as addressing feedback from the consultation. The new structure is designed to focus resources as effectively as possible and in response to the need to advance in terms of better service provision by adapting to changed business needs.

The document outlines changes to the structure, the rationale for these changes and the next steps regarding the selection process and implementation.

The new structure involves changes to a number of posts, including the establishment of new posts and deletion of others. As a consequence of these proposals there is 5 member of staff who is at risk of redundancy however there are more posts available in the structure than staff at risk.

1.3 RATIONALE FOR CHANGE

The changes are focussed on improving the service offered by the Performance and Systems service unit. There have been minimal changes to either service for a number of years and over this time period the way we deliver services and demand for services has continued to evolve. This re-structure is to ensure the service is fit-for-purpose to deliver to current requirements. The principal drivers for change are:

- Improving reporting functions, particularly in analytics of activity and finance resources;
- Supports the delivery of key organisational priorities around Adult Social care improvement, financial sustainability and prevention
- Accurate and timely delivery of statutory functions
- Support and maintenance of Mosaic system
- Improved resilience within the service
- Improve staff retention especially in lower grade roles by providing opportunities
- Decrease in the number of vacancies – reducing recruitment and re training cycle
- Increased opportunities to support more complex administrative tasks

2 CONSULTATION

2.1 CONSULTATION

The consultation period lasted 30 days from 18th February 2021 to 19th March 2021, however was further extended to 25th March 2021 as per trade unions recommendations providing sufficient time to comment on Job Descriptions. The consultation was launched at a service wide meeting on 18 February 2021, with individual or team meetings set up in advance for those significantly impacted by the changes.

The Trade Unions were initially informed of the upcoming consultation on 15 December 2020 with a follow up meeting on 9 February 2021.

One-to-one meetings at risk meetings were held with the 5 staff members at risk of redundancy through the process.

Staff were encouraged to engage with the consultation through a range of routes, including one-to-one meetings with the Head of Service, email feedback or group meetings.

The majority of the feedback came through one-to-one or groups meetings but there were a number of written responses from individuals alongside three written responses from the Trade Union.

The table below summarises the engagement as part of the consultation.

Type of Engagement	Number of responses
Email	6 staff members fed back through an email to the Head of Service outlining questions as well as feedback on the proposals.
One-to-one meetings	<p>The 5 staff members who are at risk of redundancy had a meeting before the consultation began with the Head of Service and a follow up meeting involve the Head of Service, HR and their own representative where requested.</p> <p>There were 2 further one-to-one meetings arranged between staff members and the Head of Services.</p> <p>The Head of Service also sought feedback from Service Managers through regular supervision sessions.</p>
Group Meetings	<p>There were two meetings set up with members of the team.</p> <p>18th March 2021 – A meeting was arranged by the Trade Union to discuss the proposals. This meeting was attended by 2 Trade Union Representative and 3 members of the Performance and Systems Service Unit.</p> <p>23rd March 2021 – A meeting was arranged by the Trade Union with Performance and Systems Service Unit to discuss the Job descriptions and impact on staff. This was attended by the 9 members of staff.</p>

Feedback from all of the above channels was included in the consultation response below.

2.2 AREAS FOR CONSULTATION

The key area for the consultation were:

- 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?
- Selection: what are the views in respect of the proposed selection criteria to the roles proposed?

I have used these areas to group the feedback, as well as adding a section focussed on the consultation process.

2.3 OUTCOME OF CONSULTATION AND RESPONSE

I have highlighted the most common feedback from staff below:

- **Structure:** The majority of people supported the theory / principle of the proposals and was appreciative of progression opportunities available to staff.
- Amalgamation BIPI was considered long due and was seen as productive and resilient proposal.
- Rebranding Business Support to Compliance and Support was well received in view of the statutory function this team performs and supports.
- Increasing capacity within Business Systems team was well received acknowledging the demand for upkeep and maintenance of case management system with constantly evolving business needs.
- **Structure:** There was feedback on the placement of Data Quality Team in structure and if it can work better within Business Systems.
- Feedback was received to consider option of moving Compliance Support Officer Data to – Data Quality team
- **Process:** There were concerns from Trade Unions that all information (i.e. Job Descriptions) should have been available at the start of the consultation process and delayed JD's meant Trade Unions could support staff sufficiently.
- **Redundancies:** As there were more posts in the structure at higher grade than people at risk this wasn't a significant factor in feedbacks apart from one post where there could be a potential redundancy following exhaustion of redeployment options if at all
- **Roles:** It was requested that all JD's were evaluated with the involvement of the Trade Unions
- **Roles:** Specific concern was raised about the technical financial aspects with in JD and role of Senior Business Analyst.
- Complaints and Information Lead was requested to be regraded
- Records Management functions to be part of Information Governance and Data Protection Officer role

2.4 CONSULTATION FEEDBACK

The table includes all the feedback provided through the consultation. Both individual and team responses have been summarised and responded to in the table below.

Feedback	Detail	Response	Area
Job Descriptions	All Job Descriptions (JD's) should be available prior to the restructure to allow time to respond and feedback	<p>Agreed that ideally all JD's should be available at earlier part of the consultation. Apologise for any anxiety caused and for not including Trade Unions on the initial circulation lists</p> <p>As the Performance and Systems is a technical support unit Job Descriptions evolved with feedback as part of consultation and it was critical success factor for positive change to incorporate that within JD's before wider circulation</p> <p>The staff at risk and new roles they were ringfenced to were prioritised to be available earlier than other JD's and consultation was extended by a week to support the delayed circulation of JD's for staff to feedback further on all roles.</p>	Process
Service change request	Data Quality Team should be part of Business Systems	Due consideration was given to this pre launch of consultation and also at the time of feedback. Due to the statutory responsibilities and reporting functions this team is supposed to perform it was decided to make it as part of BIPI rather than Business Systems	Structure
Training and Career progression	There was feedback from Trade Unions and individuals that further training is to be considered for Business Support	Interview skills training has been offered to staff as part of this consultation closure. Additionally, this feedback will be taken forward by managers as they work with employees to formulate personal development plans as part of objective setting into next year.	Roles
Job role and one to one discussion with Exec support	Business Support Officer was expected to be managed by Exec support but concern was raised that this wasn't discussed prior to consultation	Service felt that close working relationship and invaluable guidance can help new member of staff in the role of Management Support officer and that this would also give opportunity to gain management experience and provide professional	Role

		development opportunities and the associated training.	
Re-evaluation of Job Roles	One role was requested to be re-evaluated	All new JD's or JD's with changes have been evaluated by HR and given an indicative grade. HR will carry out full grading evaluation with the Trade Unions post completion of the consultation. This particular post where there was a request for re-evaluation, it has been taken on board and HR initial review suggests that it will be one grade higher and final confirmation will be published following JE pane	Roles
	The final consultation report should be published prior to staff having to express an expression of interest (EOI) for roles.	<p>The reason the EOI have been requested prior to the final consultation report is to try and make changes as quickly as possible, reducing anxiety and uncertainty.</p> <p>It is accepted that there is a risk that if changes are made following consultation that people will have spent time completing EOI that may not be required. On balance this was decided as the better option.</p>	Process
Assimilation to Ringfence	Roles specifically in business support were requested to be assimilated rather than ringfence	Job evaluation panel is next week at which point job evaluations will be finalised, however, indicative grading shows that they are not a grade match so not suitable for assimilation as per HR advice and where there is only grade difference with 4 people being ringfenced to new higher grade posts assimilation would not be possible	Role
Technical and financial elements in Senior Performance Analyst – JD review	The person in the role would be expected to be an expert in the financial aspects of Adults Services whilst also being an expert as a Business Analyst for the care pathways in Adults Services means that it is hard to envisage who could embody these twin and very divergent expertise's	We believe the role is correct and addresses a business and skills gap but, as with any new post, we will monitor to ensure it is delivering the service requirements.	Role

3 FINAL PROPOSALS

3.1 SUMMARY OF STAFF IMPACTED

The restructure will affect posts within the Performance and Systems Service Unit. There are currently 38 FTE posts that are filled by 35 individuals (34.4 FTE), this includes 2 FTE seconded to other service areas. There are currently 5 vacant posts. The new permanent structure will have 38 FTE posts which is no change in total posts.

The impact of the consultation of staff will be:

- 23 post holders will be assimilated into their existing roles
- 4 post holders assimilated in to one grade higher role
- 5 post holders will be ring-fenced for 5 career progression roles within their service area.
- 2 post holders ring-fenced with the opportunity to apply for 1 role with unsuccessful member of staff being at risk of redundancy or redeployment.
- 1 role is deleted following the post holders retirement in first quarter of 2021 financial year

The document breaks the changes down into three sections, section 4 focuses on amalgamated performance and business intelligence service now called as Business Intelligence and Performance Insights (BIPI) and section 5 on Business Support now rebranded as Compliance Support Service and section 6 on Business Systems. Although one service, the document is split in this way as it designed to be as clear as possible for staff who sit within each area of the service.

3.2 CHANGES TO TERMS AND CONDITIONS

As outlined previously, there are no changes to terms and conditions of employment will take place as a consequence of this restructure.

4 BUSINESS INTELLIGENCE AND PERFORMANCE INSIGHTS (BIPI)

4.1 MAIN CHANGES

The main changes proposed are as follows:

- As part of these proposals two managers posts will be deleted and one BIPI – Service Manager is being created who will become single point of contact for complete insights and reporting function within Adult Social Care
- One Business Intelligence Officer is retiring in June and this post will be deleted at that point
- Vacant roles of Information Resource Officer x 2 are being deleted
- Business Information Officer x 2 are being deleted and staff ringfenced to higher grade roles of Data Quality Officer
- 2 x new Senior Information Analysts posts are created
- 1 x Report Development Officer role is being created.
- Currently vacant Information Analyst post will be changed to Performance Analyst – BIPI and will be recruited at same grade.

- 1 x Data Quality Lead are being created
- 1 x Data Quality Officer are being created
- 1 x Records Manager is being deleted and New role of Information Governance and Data Protection officer is created, reporting to Head of Performance and Systems who holds IMGG responsibilities

The rationale for this change is as follows:

- This new proposal is a much simpler model, with clear lines of accountability,
- Focus on the challenges and improvements we need to address for qualitative reporting
- Providing carer progression opportunities to staff.
- A new workstream of Data Quality is part of BIPI which will be pivotal to accuracy in data and maintaining system to high quality, working alongside BIPI and systems.
- Information Governance post provides critical and essential support in terms of writing and managing Information Sharing Agreements between Adults and all partner organisations and will be directorate responsible officer for evaluation of any data breaches alongside corporate IMT

The role of the Business Intelligence Officers and Information Analysts will also change to Performance Analysts as they will be supporting operational teams in activity and financial reporting as single entity

4.2 CHANGES POST CONSULTATION

There are no formal changes to the structure proposed as part of the consultation at this stage.

5 COMPLIANCE AND SUPPORT SERVICE

5.1 MAIN CHANGES

The main changes being proposed are:

- Business Support Office x1 deleted and a new Compliance and Data support is created with higher value capacity to support wider more technical service demands
- Business Support Assistant x1 deleted and a new Compliance and Finance support is created acknowledge additional responsibilities, undertake further training additional responsibilities to support compliance leads in terms of monitoring and reporting
- One full time complaints and information officer dedicated to meet increasing demand, support the directorate in meeting its statutory obligations and to provide cover/support to the Complaints & Information Manager.
- Remove Business Supports involvement in the process as current administration only adds an additional layer. Managed within entirety in brokerage team.
- Deputy Business supports x2 will change to Compliance Lead Data and Finance x1 and Compliance Lead Safeguarding and DOLs

Establishment of permanent posts to replace agency

- Temporary BSO post to be made permanent as Management support officer supporting all Heads of Service, recruitment and maintaining corporate risk register for ASC
- Executive support Officer to line manage (to be recruited to) Business Support Officer to the HoS. Work is of a similar nature. The ESO experience and knowledge will offer invaluable, practical support and guidance

5.2 POST CONSULTATION CHANGES

Compliance and Information Manager post has been considered for evaluation in line with unified pay and rewards and in lieu of line management responsibilities and will be confirmed following JE panel at Grade J from a Grade I.

6 BUSINESS SYSTEMS TEAM

6.1 MAIN CHANGES

The main changes being proposed are:

- New post of Senior Performance Analyst to increase capacity and support team in technical areas of case management functions and lead on Change Control Board
- Business Analyst and System Trainer is changed to Systems Trainer and Support Lead to have a manageable expectancy and deliverables
- Feedback: Amending the lead system trainer role title and job description is a positive reflection of the demands of the role; acknowledging that there is not capacity to undertake business analysis work as well.

6.2 POST CONSULTATION CHANGES

None

7 REORGANISATION TIMETABLE AND APPROACH

7.1 TIMETABLE

The timetable below covers the main timescales for the consultation, selection process and implementation of the new structure. These timescales are designed to ensure sufficient opportunity for staff to be properly consulted prior to formal implementation of the new structure and set out a clear timetable for selection / recruitment to roles where applicable.

The table below includes key dates in the reorganisation.

Date	Activity
18 February 2021	Individual meetings with staff effected by the restructure
18 February 2021	Formal Consultation Opens with Performance and Systems Staff
25 March 2021	Consultation closes
1 April to 9 April 2021	Final date for Expression of Interest for ring-fenced roles
26 March 2021	Consultation response prepared
31 March 2021	Consultation Closure Report and Final Proposals

Date	Activity
6April – 15 April 2021	Interviews for ring-fenced roles
12 April 2021	Committee recommendation for approval
April 2021	Implementation of new structure if approved at Committee

8 SELECTION FOR ROLES

The Council has an objective to minimise the potential for redundancies. We do this through identifying at an early stage (opening of consultation) employees who are potentially ‘at risk’ of redundancy early to whom we will provide access to the Council’s redeployment register.

This section outlines the selection process for ring-fenced roles as well as redeployment opportunities as part of t

8.1 RINGFENCING AND ASSIMILATION

Prior to the opening of Formal Consultation an exercise was carried out to identify which posts are considered a job match for roles in the new organisation structure.

Where it is identified that posts are a match under Managing Change, 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 below.

There are 2 selection processes as part of the new proposed restructure and the selection for each is through the form of an expression of interest, skills-based interview. The highest scoring candidates will be appointed in order. The criteria applied are based on the principles of selection as set out in Managing Organisational Change, in that this will be an interview based on the redundancy selection criteria including an assessment of relevant skills and knowledge.

8.2 REDPLOYMENT 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.

9 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.healthassured.com.

HR advice: Where required the Employee relations team can provide some on site advice, via Stephen Cranfield (Stephen.cranfield@barnet.gov.uk).

Preparation: We will offer the team the opportunity to access support to prepare for CV writing, applications, interview preparation.

Trade Unions: You can talk to the Trade Unions by contacting Unison at contactus@barnetunison.org.uk or on 020 8359 2088 or Mary Goodson at GMB at Mary.goodson@gmbactivist.org.uk or on 07908988051.