

MEETING

GENERAL FUNCTIONS COMMITTEE

DATE AND TIME

TUESDAY 11TH NOVEMBER, 2014

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF GENERAL FUNCTIONS COMMITTEE (Quorum 3)

Chairman: Councillor Joan Scannell (Chairman)
Vice Chairman: Councillor Wendy Prentice (Vice-Chairman)

Councillors

Richard Cornelius	Charlie O-Macauley	Daniel Thomas
Kitty Lyons	Barry Rawlings	

Substitute Members

Geof Cooke	Claire Farrier	John Marshall
Tom Davey	David Longstaff	Alison Moore

You are requested to attend the above meeting for which an agenda is attached.

Andrew Nathan – Head of Governance

Governance Services contact: Andrew Charlwood 020 8359 2014
andrew.charlwood@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes	1 - 4
2.	Absence of Members	
3.	Disclosable Pecuniary interests and Non Pecuniary interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Question and Comments (if any)	
6.	Members Item (if any)	
7.	Family Services Transformation	5 - 296
8.	Review of Polling Districts and Polling Places for UK Parliamentary Elections	297 - 372
9.	Any item(s) that the Chairman decides is urgent	
10.	Motion to Exclude the Press and Public That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 9 of Part 1 of Schedule 12A of the Act (as amended)	
11.	Family Services Transformation (Exempt)	373 - 442

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Decisions of the General Functions Committee

13 October 2014

Members Present:-

AGENDA ITEM 1

Cllr Joan Scannell (Chairman)

Cllr Wendy Prentice (Vice-Chairman)

Councillor Richard Cornelius
Councillor Kitty Lyons

Councillor Charlie O-Macauley
Councillor Barry Rawlings

Councillor Daniel Thomas

1. **MINUTES (Agenda Item 1):**

RESOLVED - That the minutes of the meeting held on 14 July 2014 be approved as a correct record.

2. **UPDATE (Agenda Item 2):**

The Chairman requested that a verbal update be provided by the Human Resources Director. The Committee noted that discussions were still on-going with the trade unions in respect of facility time and demand for trade union time on projects. These conversations had been constructive. A wider document defining facility time activities and procedures had been presented to the trade unions for further consideration. At this time however, it would not be progressed as trade union time is focussed on the upcoming terms and conditions negotiations. A future report to the Committee would be presented when these matters were concluded.

3. **ABSENCE OF MEMBERS (Agenda Item 2):**

All members were present.

4. **DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS (Agenda Item 3):**

Councillor Rawlings declared a non-pecuniary interest as he is a member of UNISON.

5. **REPORT OF THE MONITORING OFFICER (IF ANY) (Agenda Item 4):**

There was no report.

6. **PUBLIC QUESTION AND COMMENTS (IF ANY) (Agenda Item 5):**

There were none.

7. **MEMBERS ITEM (IF ANY) (Agenda Item 6):**

There were none.

8. **COMMISSIONING RESTRUCTURE AND ASSOCIATED SENIOR MANAGEMENT POSITION (Agenda Item 7):**

The Chief Executive introduced the Commissioning Restructure and Associated Senior Management Position report. He informed the committee that the restructure was required following the current structure's implementation in 2013 and noted that it is now appropriate to review the senior management structure within the Council. The Chief Executive noted the requirement for a strong commissioning strategy in order to deliver outcomes whilst highlighting the importance of strong partnership working and the need for robust contract management arrangements.

The committee further noted that a complete consultation process was carried out, which provided positive feedback. This contributed to the proposed structure that the Committee was asked to consider.

During the deliberation, a Member requested that the recruitment for all statutory roles be appointed to by persons with the specialised skill to conduct the position, and that this request requested that this be noted.

The Committee also noted that the Care Act will be updated in 2015.

RESOLVED:

- That the General Functions Committee agree the deletion of posts on the Council's establishment and the creation of new posts as set out in Section 6 of the report.
- That the General Functions Committee agree to delegate to the Chief Executive the authority to introduce interim and transitional arrangements to ensure the continuity of service during appointments to the new structure and any vacancies arising pending consideration by the Remuneration Committee.

9. VACANCIES ON SCHOOL GOVERNING BODIES (Agenda Item 8):

RESOLVED – The following appointments set out in the schedule were made:

	School	Appointment
1.	Akiva Primary School	Terry Feller
2.	Beit Shvidler	Colin Richman
3.	Brunswick Park	Robert Pavitt
4.	Jewish Community Secondary School	Robert Rams
5.	Monken Hadley CE School	Rosemary Gwilliam
6.	Moss Hall Infant	Joy Court
7.	Our Lady of Lourdes RC School	Karen Spooner
8.	Osidge Primary School	Andreas Tambourides
9.	Rosh Pinah	Cllr Brian Gordon

- The Committee also noted that the appointment for Northside Primary School is no longer required and should be removed.

10. ANY ITEM(S) THAT THE CHAIRMAN DECIDES IS URGENT (Agenda Item 9):

There were no urgent items.

The meeting finished at 19:37

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AGENDA ITEM 7



General Functions Committee
11 November 2014

<p>Title</p>	<p>Family Services Restructure</p>
<p>Report of</p>	<p>Nicola Francis - Family Services Director</p>
<p>Wards</p>	<p>Not Applicable</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Appendix 1 – Family Services Restructure Consultation Document Appendix 2.1 – Current Family Services structure chart Appendix 2.2 – Family Services Proposed Structure Chart Appendix 2.3 – Explanation of responsibilities in proposed structure Appendix 3 – Assimilation, ring-fence and open recruitment roles Appendix 4 – Responses to proposals and feedback through consultation Appendix 5 – Family Services Proposed Gradings Appendix 6 – Recruitment Process Appendix 7 – Managing Organisational Change Appendix 8 – Selection Process – Ring-fences Appendix 9 – Updated Proposed Selection Process for the New Structure Appendix 10 – Frequently Asked Questions Appendix 11 – Advanced Social Worker Clarification Document Appendix 12 – Youth and Family Support Clarification Document Appendix 13 – Trade Union Responses Appendix 14 – Job Description Examples Appendix 15 – Equalities Impact Assessment</p>
<p>Officer Contact Details</p>	<p>Elaine Tuck, elaine.tuck@barnet.gov.uk, 0208 359 4191</p>

Summary

This report proposes changes to the Family Services Delivery Unit. Details of the proposed changes are set out in the main body of the report.

The Family Services Director undertook collective and individual consultations between 22 September and 22 October 2014.

The restructure affects more than 20 employees and therefore requires consideration by General Functions Committee.

Whilst the implementation date for this restructure is 1 April 2015, General Functions Committee are asked to agree that transitional arrangements may be necessary to compensate for vacant positions, possible redundancies and handover of duties between current and future roles and that the Family Services Director is authorised to take the necessary actions to put in place transitional arrangements for the continuity of business.

Recommendations

- 1. The deletion of posts on the Council's establishment and the creation of new posts as set out in Appendix 2.2 of this report.**

Reason for decision: The reason for this decision is to formally alter the Council's establishment (Family Services and Education and Skills) and that the Committee are satisfied that the proposals, rationale and consultation have been sufficient.

- 2. To delegate to the Family Services Director the authority to introduce interim and transitional arrangements to ensure the continuity of service during appointments to the new structure and any vacancies arising.**

Reason for decision: to ensure that the Council has in place key positions to deliver Family Services during the transitional arrangements.

Alternatives considered

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, improvements to the support children and young people receive to achieve positive outcomes, in line with Ofsted frameworks and the benefits expected from separating away from Family Services support functions for the Education and Skills Delivery Unit.

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 there are more than 20 posts in scope for the restructure and therefore the approval of General Functions Committee is required before the new proposals can be implemented.

2. REASONS FOR RECOMMENDATIONS

2.1 The recommendations in this report are designed to:

2.1.1 Raise the quality of outcomes for children and families placing the Family Services Delivery Unit on a sustainable footing by:

- Close senior management oversight of frontline service delivery
- Strengthening the management arrangements for front line delivery teams
- Ensuring sufficient frontline social work capacity
- Further development of workforce skills
- Investment in quality assurance
- Streamlining processes and improving delivery

2.1.2 Contribute towards the overall financial savings approved by Council for the Medium Term Financial Strategy with consideration for reducing the need for further structural change resulting from the financial pressures identified through the Council's Priority Spending Review.

2.1.3 Create capacity for development of workforce skills and competencies to transform service delivery across Family Services in Barnet.

2.1.4 Ensure that Family Services is best configured to support children and young people to achieve positive outcomes, in line with Ofsted frameworks.

2.1.5 Transfer support functions to Education and Skills to future proof the organisation in the context of the Education and Skills Alternative Delivery Model project.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The development of the proposals included a 30 day consultation with the Family Services Delivery Unit to explore alternative proposals. The response to the consultation is set out in Appendix 4.

4. POST DECISION IMPLEMENTATION

4.1 Should the recommendation be approved the Family Services Director and Education and Skills Directors will start the process of moving staff into the new structure, in accordance with the Council's Managing Organisational Change Policy, and recruiting to any vacant roles.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The report concerns the Family Services Delivery Unit and support functions for the Education and Skills Delivery Unit.

5.1.2 The proposals within the report support the vision of the Children and Young

People Plan 2013 – 2016 that

‘All children and young people in Barnet should achieve the best possible outcomes, to enable them to become successful adults, especially our most vulnerable children. They should be supported by high quality, integrated and inclusive services that identify additional support needs early, are accessible, responsive and affordable for the individual child and their family.’

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

Finance

- 5.2.1 The proposals set out within this report can be contained within the relevant existing budgets of the Council with savings made to deliver the requirements of the Council's Medium Term Financial Strategy.
- 5.2.2 The proposals reduce the reliance of the Family Services Delivery Unit on external, short-term grant funding for the delivery of the core functions of the Delivery Unit.
- 5.2.3 Any redundancies will be funded through the Council's redundancy reserve.
- 5.2.4 The cost of implementation of the proposed restructure will be funded by budget already agreed from the council's Transformation Reserve.
- 5.2.5 The financial implications of the restructure are outlined in the table below:

	Current / £,000	Proposed / £,000
Revenue cost of staffing – Family Services	17,050	15,455
Revenue cost of staffing – Education and Skills Support functions	0	321
Grant funded cost of staffing	1,552	742
Total costs	18,602	16,518

Staffing

- 5.2.6 The proposals include the deletion of all posts below Assistant Director in the Family Services Delivery Unit (excluding those in):
- Children's Homes
 - Early Years
 - Joint Commissioning
 - Youth Service
 - Youth Offending Service
 - Libraries
- 5.2.7 The proposals include the creation of a new structure in Family Services and the establishment of 311.55 FTE. The proposed structure is set out in Appendix 2.2.
- 5.2.8 The proposals include the transfer of functions to the Education and Skills

Delivery Unit and the consequent establishment of 10.6 posts. The proposed structure is set out in Appendix 2.2.

- 5.2.9 Should the recommendation be approved the proposals will be implemented in accordance with the Council's Managing Organisational Change Policy.
- 5.2.10 One of the objectives of the implementation of the proposal is to minimise the number of redundancies. At this stage of the process there are 130 staff at risk of redundancy s188 Trade Union and Labour Relations (Consolidated) Act 1992 Compliance
- 5.2.11 The close of consultation in Appendix 1 document which originated to open consultation and now details the outcome of consultation to formally close the consultation. This document was provided under section 188 to the councils recognised Trade Unions on 19 September prior to consultation opening on 22 September.
- 5.2.12 The council provided detailed information over and above requirements when opening consultation and continued to do so throughout consultation, providing information and responding to Trade Union and employee queries.
- 5.2.13 The reasons for the proposed dismissals. The Consultation document for the Family Services Transformation explains this information in clear and specific detail. This document was provided to to the councils recognised Trade Unions on 19 September prior to consultation opening on 22 September
- 5.2.14 The numbers and descriptions of employees whom it is proposed to dismiss as redundant. The number of potential redundancies is between 20 and 99. We intend to inform the Redundancy Payments Service with an HR1 on 15 December 2014 for a last day of service for those given notice of redundancy to take place on 31 March 2014, this is more than the required 30 days before the first redundancy takes place and is the point that the first phase of the recruitment process concludes accurate numbers will be known. At this point notice of redundancy will be issued to those that have been unsuccessful.
- 5.2.15 The total number of employees of any such description employed by the employer at the establishment in question is detailed in the Consultation document
- 5.2.16 The proposed method of selecting employees who may be dismissed. The council sent the Trade Unions and staff this information on 29/09/14 in the document 'Family Services Transformation – Proposed Selection Processes for the New Structure'
- 5.2.17 The proposed method of carrying out the dismissals, with due regard to any agreed procedure, including the period over which the dismissals are to take effect
- 5.2.18 The timetable of events has been published in the original consultation document provided to Trade Unions and staff on 22/09/14 (Trade Unions on 19/09/14)
- 5.2.19 The timetable has also been issued in the various briefings and communications throughout the process
- 5.2.20 The 'Family Services Transformation – Proposed Selection Processes for the New Structure' document details the process, as have many communications

including the FAQ's also attached

5.2.21 The proposed method of calculating the amount of any redundancy payments to be made (over and above the statutory redundancy payment) to employees who may be dismissed. The councils Managing Organisational Change Policy was sent to all staff and the Trade Unions on 24/09/14 detailing this information

5.2.22 "Suitable information" about its use of agency workers. Agency workers information was sent to the Trade Unions on 19/09/14, for August (it is a monthly report). The council have also responded to the Trade Unions request to publish the agency workers report to staff, as detailed in the document ' Joint Response to UNISON's Questions 2 & 10 October' sent on 15/10/14:

5.3 Legal and Constitutional References

5.3.1 Part 15a of the Constitution Responsibility for Functions – General Functions Committee – All other Council functions that are not reserved to Full Council including:

- Staff matters other than those within the remit of Remuneration Committee
- Consider reports on restructure in line with the HR regulations

5.3.2 As the restructure involves the proposal to dismiss as redundant 20 or more employees at one establishment within a period of 90 days, the Council has a duty is to inform and consult appropriate representatives of the affected employees under s188 Trade Union and Labour Relations (Consolidated) Act 1992. The Council is also required to notify BIS (The Department of Business Innovation and Skills). Failure to comply with the information and consultation requirements under s188 could lead to a protective award being made for each members of staff affected up to a maximum of 90 days gross pay. Please see 5.2 for mitigation.

5.4 Risk Management

5.4.1 It will not be possible to fill all of the posts during the restructure and subsequent recruitment exercise.

5.4.2 Costs of redundancy are unknown until the completion of the restructure.

5.4.3 Reduction in staff morale and motivation during a such a significant period of change impacting on the delivery of the core functions of Family Services

5.4.4 Key staff members may decide to resign and move to what they perceive to be a less disrupted organisation

5.4.5 Staff will be working notice periods while others are preparing to move into the new structure and the consequent disruption.

5.5 Equalities and Diversity

5.5.1 The proposals set out in the report have been considered in the Equalities Impact Assessment (Appendix 15).

5.6 Consultation and Engagement

- 5.6.1 Thorough consultation has taken place with Trade Union colleagues.
- 5.6.2 Consultation was extended on the Virtual School role profiles for an additional week to give Trade Unions and two members of staff affected in the Corporate Parenting Team additional time to feedback comments.
- 5.6.3 The consultation with staff and Trade Unions affected has been undertaken through group consultation, one-to-one meetings with those directly affected and the opportunity to feedback into the consultation process for both Trade Union colleagues and employees. There was an extremely high level of engagement from the staff within the Delivery Unit with considered points of view that have been reflected in these final proposals. Feedback to employees was through a number of channels including frequently asked questions throughout the process, responses to Trade Union consultation documents and the close of consultation briefings and documentation.
- 5.6.4 A summary of the changes made due to consultation feedback and reasons why these have and have not been implemented following due consideration is set out in Appendix 4.

6. BACKGROUND PAPERS

- 6.1 None

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London Borough of Barnet
Consultation Document
Family Services
November 2014

VERSION CONTROL

Version	Date	Version changes	Distribution
V0.1	04/09/14	Original draft	Jennifer Burt
V0.2	05/09/14	Project detail & methodology update	Andrew Cox
V0.3	08/09/14	Consultation detail update	Jennifer Burt
V0.4	09/08/14	Comments update	Jennifer Burt
V0.5	09/08/14	Programme Board update	Jennifer Burt
V1.1	26/10/14	Update for consultation closure 1.2 and 2.2	Andrew Cox
V1.2	27/10/14	Update for circulation	Jennifer Burt
V2.0	31/10/14	Version signed-off by SMT	Andrew Cox

APPROVALS

Distribution	Date	Approvals	Version(s)
Family Services SMT	05/09/14	Approved	v0.2
Circulation for FS Transformation Programme Board	08/09/14	Updated	v0.3
FS Transformation Programme Board	09/09/14	Approved	V0.5
Workforce Board	17/09/14	Approved	V0.5
Close of Consultation Project Board - Circulation	27/10/14	Approved	V1.2
Circulation for GFC clearance	27/10/14	Approved	V1.2
Family Services SMT	31/10/14	Approved	V2.0

POLICY SUMMARY

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 ICE Regulations to inform and consult employees about proposed changes to their working circumstances. This document was provided to open consultation with Trade Union colleagues on 19 September 2014 prior to the meeting held on 22 September 2014 and has been updated for the close of consultation following feedback during consultation from Trade Union colleagues and employees.

The council has in place a Managing Organisational Change Policy (J3)(2010) set out within the employee handbook.

Elements within the document include proposals to change contractual elements and arrangements for which the Council will use our recognised Collective Bargaining (Trade Union and Employee Engagement Framework (J1)(2011)).

DECISION MAKING

This proposal affects more than 20 employees. It is a decision of the General Functions Committee to approve the proposals following consultation with trade unions and employees.

The Council's Workforce Board has approved the consultation document and the General Functions Committee report.

This proposal is made by the Family Services Director.

CONTENTS

Section	Title
1.0	Executive Summary Information
2.0	Objectives and Rationale
3.0	Methodology and Organisational Design
4.0	Proposals for Consultation
5.0	Timetable
6.0	Consultation Method
7.0	Selection for New Roles
Appendices	
A 2.1	Current Family Services Structure chart
A 2.2	Family Services Proposed Structure Chart
A 2.3	Explanation of responsibilities in proposed structure
A 3	Assimilation, ring-fence and open recruitment roles
A 4	Responses to proposals and feedback through consultation
A 5	Family Services Proposed Gradings
A 6	Recruitment Process
A 7	Managing Organisational Change
A 8	Selection Process – Ring-fences
A 9	Updated Proposed Selection Process for the New Structure
A 10	Frequently Asked Questions
A 11	Advanced Social Worker Clarification Document
A 12	Youth and Family Support Clarification Document
A 13	Trade Union Responses
A 14	Job Description Examples
A 15	Employee Equalities Impact Assessment

1.0 EXECUTIVE SUMMARY INFORMATION

1.1. OFFICERS

ROLE	NAME	CONTACT
Sponsor	Nicola Francis	Nicola.francis@barnet.gov.uk
Programme Lead	Andrew Cox	Andrew.cox@barnet.gov.uk
Human Resources Advisory	Jennifer Burt Nkem Ogidi	Jennifer.burt@barnet.gov.uk Nkem.ogidi@barnet.gov.uk

All responses from the consultation were sent to: Amy.Sumpster@barnet.gov.uk

1.2. TIMETABLE

Date	Action
May 2014	Informal briefings that a programme of work starting to look at the structure of Family Services
03/09/2014	Trade Unions informed of timelines for staff consultation in JNCC
05/09/2014	Email to all staff informing them of the timelines for staff consultation
17/09/2014	Workforce Board approve initiation of staff consultation
22/09/2014	Initiation of staff consultation (30 days)
22/10/2014	Staff consultation complete and feedback considered as a whole (Extension: Corporate Parenting Team – 8 days)
23 – 31/10/2014	Extension to consultation for Corporate Parenting Team on the Virtual Schools Role Profiles (8 days)
03/11/2014	Trade Union meeting for LBB formal feedback and close staff consultation
03 - 05/11/2014	Staff briefings for LBB feedback and formally close staff consultation
04, 06, 07/11/2014	Interview skills workshops
11/11/2014	General Functions Committee to approve implementation of new restructure
12/11/2014	Start of recruitment process, ring-fenced and open competition phase 1 posts advertised for employees at risk of redundancy, subject to General Functions Committee approval
12 – 19/11/2014	Application via personal statements to be completed and submitted for all employees at risk of redundancy

Date	Action
20/11/2014	Interviews for Head of Service posts (as previously stated the Heads of Service roles will be the first roles advertised internally before, if necessary, going out to external advert. This is to ensure the top tier of management is in place to support the transformation)
24/11 – 10/12/2014	Interviews for all candidates at risk of redundancy (other than Head of Service posts)
12/12/2014	Recruitment process complete for Ring-fenced roles and Open Competition Phase 1
15/12/2014	All staff informed of outcome of recruitment process. Notice of redundancy issued where appropriate
15/12/14 - 31/03/15	Redeployment and one:one activity to continue for those issued notice of redundancy
15/12/14 - 31/03/15	Open Competition Phase 2
31/03/2015	Last day of service for those given notice of redundancy
01/04/2015	New structure live

1.3. STAFF IN SCOPE

This restructure affects all staff within the Family Services Delivery Unit below the level of Assistant Director, excluding Libraries, Early Years, Youth Offending, Youth Service, Children’s Homes and Joint Commissioning Unit.

1.4. SUMMARY OF CHANGES

Changes described in the opening consultation document were proposed for consultation. Through thorough feedback from Trade Union colleagues and employees many changes have been made to these.

Detailed feedback and changes made due to consultation are shown in Appendix 4.

TITLE	CHANGES
General Rationale	<ul style="list-style-type: none"> • These proposals set out changes to the organisational structure to raise the quality of outcomes for children and families placing the Family Services Delivery Unit on a sustainable footing by: <ul style="list-style-type: none"> • Close senior management oversight of frontline service delivery • Strengthening the management arrangements for front line delivery teams • Ensuring sufficient frontline social work capacity • Further development of workforce skills • Investment in quality assurance • Streamlining processes and improving delivery

TITLE	CHANGES
	<ul style="list-style-type: none"> • The proposals are contributing towards the overall financial savings approved by Council for the Medium Term Financial Strategy with consideration for reducing the need for further structural change resulting from the financial pressures identified through the Council’s Priority Spending Review. • The proposals create capacity for development of workforce skills and competencies to transform service delivery across Family Services in Barnet. • The proposals aim to ensure that Family Services is best configured to support children and young people to achieve positive outcomes, in line with Ofsted frameworks • Proposals to transfer support functions to Education and Skills are to future proof the organisation in the context of the Education and Skills Alternative Delivery Model project
Structural Changes	<p>The structures seek to:</p> <ul style="list-style-type: none"> • Enhance career development pathways within the service with the development of the Deputy Team Manager roles • Increase resilience of Social Care teams • Redefine operating procedures to ensure all intervention work with a children and families is based on assessed need and approved as appropriate within a plan • De-layer management across the Delivery Unit • Invest in quality of practice • Reconfigure support functions to support required service outcomes and management oversight <p>The significant changes that are proposed are as follows:</p> <p><u>Social Care</u></p> <ul style="list-style-type: none"> • Removal of Service Managers in Social Care with subsequent increase in Heads of Service by two and realignment of Heads of Service responsibilities • Movement of all non-Social Work qualified workforce (except those in specifically defined roles) from Social Care to Early Intervention and Prevention (into a new ‘Youth and Family Support’ Service) • Deletion of Hospital Social Work Team with functions merged into other social work teams • Line management of Duty Support Officers moved to MASH Team Manager/Deputy Team Manager • Increase of spans of control for team managers from approximately 1:5 on average to approximately 1:7 on average • Larger team size in some social work teams enabled by increase in Deputy Team manager roles • Removal of Principal Practitioner roles replaced with Advanced

TITLE	CHANGES
	<p>Social Worker roles with a specific allocation of these roles for each team within the Social Care structure, these roles having to be filled by staff who have completed the Middlesex accreditation or will be expected to complete it within a 12 month period. As an exception incumbent Principal Practitioners that already hold an equivalent post graduate qualification in a relevant discipline will need to complete the Professional Capabilities Framework (PCF) to demonstrate they are working at the Advanced level for each of the 9 capabilities – they will not need to complete the Middlesex accreditation.</p> <ul style="list-style-type: none"> • Transfer of MAST team from Early Intervention and Prevention to Social Care, and renaming this team the 'CAF team'. Changes to the structure of MAST team, with 3 CAF co-ordinator roles replacing the MAC roles, and the creation of a Deputy Team manager role for this CAF team. • New Intervention and Planning teams created with responsibility for <ul style="list-style-type: none"> • All active CIN assessed • All active CP • PLO • Care Proceedings • All LAC where the plan is to return home • LAC for whom the permanence plan and legal status is not final • Creation of two Children in Care teams with responsibilities to include: <ul style="list-style-type: none"> • Ensuring stability and good outcomes for LAC with an approved plan of permanence that is not to return home (including Pathway Planning) • Private Fostering (where a child is not in need) • Onwards and Upwards – one team manager post deleted and replaced with a Deputy Team Manager post • Corporate Parenting Team deleted and new Virtual School with new staffing structure created • Reconfiguration of staffing at Family Resource Centre including deletion of Deputy Team Manager and Contact Co-ordinator roles • Enlarged Carer Recruitment and Assessment Team with responsibility for recruitment and assessment of all types of carers for children requiring a permanent family (assessment of prospective adoptive carers to be completed by the Adoption Team) • Panel Administrator role moved to line management of Carer Recruitment and Assessment Team Manager post • Fostering Support and Kinship and Permanence teams

TITLE	CHANGES
	<p>responsibilities merged (with some transferred out to different parts of the structure)</p> <ul style="list-style-type: none"> • Senior Placements Officer post deleted, Placements Team Manager post created • One Information and Resources Officer post deleted (with transfer of responsibility for all non-placement type activity to Finance Team) • Case Conference Administrators (CP Minute takers) reduced – new electronic recording system to be implemented • Line management of Safeguarding and Quality Assurance Support Manager post (job title changed to Conference and Review Support Officer) moved to Conference and Review Team Manager post • Deletion of Principal Officer Safeguarding role with consequent flattening of the structure • Investment in Quality Assurance with creation of new Practice Standards Manager (Principal Social Worker) • Central Support Team roles and functions moved to early Intervention and Prevention under Head of Libraries, Workforce and Community Engagement. <p><u>Early Intervention and Prevention</u></p> <ul style="list-style-type: none"> • Realignment of Heads of Service posts • CAF Team transferred to Social Care (see above) • New Youth and Family Support Service created bringing together youth and family support services, and non-social work qualified workers from Social Care to create an integrated offer sitting under a single Head of Service (Head of Youth and Family Support). • Youth Services and Youth Offending team are out of scope of this restructure, but will sit within the Youth and Family Support service, allowing integration between youth and family work • <u>Two</u> Family Support Teams proposed, each team with: a Family Support Team Manager, a Deputy Family Support Team Manager and 12 Family Support Practitioners. • Support Services for Education and Skills transferred to Education and Skills with new posts established • Reduction of one role in Workforce Development • Service Commissioning and Business Improvement Teams realigned: <ul style="list-style-type: none"> • New team with responsibility for Data and Performance with realigned roles and responsibilities • New team with responsibility for Strategy, Insight and Commissioning • Transfer in to Finance Team of responsibility for Interpretation

TITLE	CHANGES
	<p>and Translation Administration, Family Group Conferencing Administration, Asylum Grant return, Junior ISA administration, Leisure pass administration, EI&P contracts, EYVF funding payments, 2 year old offer payments with subsequent creation of two additional officer posts</p> <ul style="list-style-type: none"> • New Development Projects team created • Business Support and Customer Engagement moved to Head of Libraries, Workforce and Community Engagement • Workforce Development Team transferred to Head of Libraries, Workforce and Community Engagement • Business Support and Customer Engagement changed to Communications, Complaints and Support <ul style="list-style-type: none"> • Complaints Officer deleted and 1.6 Fol and Complaints Officer posts created • Reduction to 1.5 Communications Officer posts • Transfer in of Central Support Team and CAMHS Support (and renamed as Practitioner Support) • Line management of Duty Support Officer roles transferred from Central Support Team Manager to MASH Team Manager/Deputy Team Manager <p><u>Education and Skills</u></p> <ul style="list-style-type: none"> • Creation of new Business Support and Communications Team reporting to the Head of Education Commercial Services and Partnerships. Posts to include: <ul style="list-style-type: none"> • Business Support and Communications Team Manager • Senior Business Support Officer • Business Support Officer • Communications Officer • Strategy, Analysis and Performance Officer • Creation of Data and Systems Team reporting to the Head of School Improvement. Posts to include: <ul style="list-style-type: none"> • Senior Data and Systems Officer • Two Data Quality Officers • Creation of Resources and Contracts Team reporting to Statutory and Strategic Processes Manager. Posts to include: <ul style="list-style-type: none"> • 0.6 Senior Business Resource and Contracts Officer • Two Resource and Contracts Officers
Pay and Grading	<p>The Council is moving towards implementing a 'Unified Pay and Reward' programme to:</p> <ul style="list-style-type: none"> • Standardise terms and conditions across the workforce

TITLE	CHANGES
	<ul style="list-style-type: none"> • Introduce job families • Introduce a new pay and grading system linked to Hay grading <p>This restructure will be completed under the current pay and grading methodology:</p> <ul style="list-style-type: none"> • Heads of Service evaluated under HAY • All other posts evaluated under GLPC • . <p>The move to a 'Unified Pay and Reward' programme will happen in July 2015 in line with the rest of the Council, and consultation on this will take place separately at a later date.</p>

2.0 OBJECTIVES AND RATIONALE

2.1. The Family Services restructure aims to provide an efficient and excellent service that improves outcomes for children and families by:

- Streamlining processes so that they are clearly defined and efficient, minimising unnecessary hand-offs and duplication
- Developing capabilities and competencies of the workforce to enable delivery of the objectives of the Delivery Unit
- Reviewing IT systems to ensure they are efficient and effectively support frontline casework
- Ensuring that staffing structures across the Delivery Unit are effective and efficient (management levels, team size, skill-sets within teams, required competence at different levels)
- Reducing costs – contributing to the MTFS targets
- Reducing the reliance on grant funding to deliver core service activity

2.2. This will be implemented through four transformation workstreams. Part of the development of this implementation structure has been built on output of workshops and feedback from members of staff during the design phase to ensure that issues and opportunities that were identified can be addressed and taken advantage of:

- **HR Implementation**

This workstream is responsible for delivering the technical restructure of the Delivery Unit in accordance with the new Operating Model.

- **Workforce Transformation**

Part 1 of this workstream will define (in the Workforce Operating Model) the workforce required to deliver the objectives of Family Services; and the offer that will attract and retain this workforce. There will be a collaborative approach working with frontline staff and managers to define the products based on their experiences, centred around the journey of a child / family. It is essential that the products are

aligned with the direction of travel for the whole council that is being developed by CSG HR.

Part 2 of the workstream will support the existing workforce to develop and become that defined in the Workforce Operating Model.

Part 3 of the workstream will focus on systems and processes

- **IT Development**

The workstream will ensure that the ICS system is efficient and effectively supports end-to-end all Social Care processes. Involvement from staff across the Service will be essential to inform the review and specification.

Additionally within the scope of the transformation are the implementation of the Early Help System to support Early Intervention casework and the eFinance system.

- **Operational Implementation**

This workstream will ensure that all the required processes and policies are updated and in place to enable the new operating model to function

2.3. A benefit realisation plan will measure the delivery of:

- Financial savings in accordance with the council's medium term financial strategy and reduction in available grant funding
- Delivery of improved outcomes for children and families in Barnet
- Workforce "health" measures including turnover, sickness, recruitment, staff satisfaction

2.4. The proposed structural changes:

- Reconfigure services to bring responsibility for the plan for all children and young people into one place
- Redefine operating procedures to support intervention work
- De-layer management across the Delivery Unit
- Invest in quality of practice
- Reconfigure support functions improving delivery
- Within Social Care the proposed responsibilities of each Head of Service have been configured to ensure that accountability is clear and that the journey for a child / family through the system is clear and hand-offs are minimised
 - Head of Intake and Assessment - threshold analysis at the front door is timely, safe and appropriate; Ensuring the CAF system is high quality and

risk being managed in the community or below Social Care thresholds is appropriate; Ensuring high quality Social Care assessment and throughput.

- Head of Intervention and Planning - Ensuring effective and timely assessment, planning and case and risk management
- Head of Permanence, Transitions and Corporate Parenting - Ensuring the Council is an excellent Corporate Parent; ensuring effective transition to independence for care leavers; ensuring good outcomes for children in care and care leavers.
- Head of Placements - Ensuring the placements budgets (internal and external) are managed effectively; ensuring there is sufficiency of internal placements; ensuring internal placement provision is high quality, well supported and utilised; ensuring that external placements are properly commissioned, contracted and utilised
- Head of Safeguarding and Quality - Ensuring high quality practice across Family Services; responsibility for strategic planning of practice audit and ensuring delivery of recommendations; ensuring all statutory responsibilities surrounding case conferences and looked after reviews are fulfilled; ensuring statutory responsibility to investigate allegations is fulfilled; ensure effective running of Safeguarding Children Board
- The Head of Head of Libraries, Workforce and Community Engagement role has been given responsibility across the whole of Family Services for workforce issues to ensure there is a senior management lead on the workforce and staff engagement. This role also has accountability for engagement and participation with young people and ensuring the voice of the child is recognised throughout the Delivery Unit.
- The new Head of Youth and Family Support role will be responsible for the Youth and Family Support teams who will:
 - Provide evidence based, high quality interventions based on need
 - Offer a defined set of interventions to improve outcomes for children and young people
- Responsibilities under the Head of Service Commissioning and Business Improvement have been realigned to mitigate for the impact of removal of funding (and roles) to Education and Skills and to ensure that the structure is fit-for-purpose to deliver the vision of a data and performance driven organisation

2.5. The Delivery Unit will be required, as part of the Council's financial management and control of restructures, produce a final benefits realisation plan demonstrating the total expected savings and their delivery. For 2015/16 the financial benefits allocated to this restructure are £1,306k, plus reducing reliance on grant funding by a further £800k.

2.6. Organisational Development is a key function of the restructure and transformation programme. Through the Workforce Transformation workstream a Workforce Operating Model will be developed that will include the following components:

- Vision for the workforce
- Defined expectation of staff at all levels (behaviours, capabilities, competencies etc)
- Defined offer to staff (pay & reward, training, how managers behave and what they do, staff development and progression, new starter experience, attraction, environment and infrastructure)
- Competency Framework – against which in future staff will be recruited, developed and performance managed
- Training and Continuing Professional Development Framework

2.7. It is proposed to introduce the new structure on 1 April 2015.

3.0 METHODOLOGY AND ORGANISATIONAL DESIGN

3.1. As part of the Council’s Workforce Strategy (and savings proposed under the Priority and Spending Review (PSR)), it has been agreed that the process of organisational design will include taking the opportunity to review spans and layers of management to reduce management costs and increase direct accountability for performance and staff management through fewer levels within the organisation.

4.0 PROPOSALS FOR CONSULTATION

This section sets out the proposals under which the council has a duty to consult and inform employees. This includes the structure of the service and the operational matters:

4.1. Please see the existing structure and the proposed structure in appendices A2.1 and A2.2

4.2. The current establishment of Family Services is 425 FTE including temporary and fixed term contracts. The staffing position is as follows:

Workforce	No. FTE
Existing Employed Staff (in scope)	301.96
New Structure	322.15
Agency	83.0
Employees ‘At risk’	120.24
Proposed Final Redundancy	Up to 52.74 (subject to outcome of open recruitment process)

4.3. The proposal will reduce workforce costs by an estimated £2.1m

Budget	Finances £
Current total	18.6m
Base budget reduction	-1.3m
Grant funding reduction	-0.8m
Outcome total budget	16.5m

5.0 CONSULTATION TIMETABLE

5.1. The consultation process included a series of opportunities for staff to feedback their views from trade union consultation meetings, staff briefings, surgeries, one:one meetings and a number of communication routes

Activity	Affected	Date	Method
Board Approval			
Programme Board	Programme Board	9 September 2014	Meeting
Workforce Board	Workforce Board	17 September 2014	Meeting
TRADE UNION Meetings			
Share documents	TU's on behalf of Staff	18 September 2014	Paper
Open Consultation	TU's on behalf of Staff	22 September 2014	Meeting
Response Document to UNISON	TU's on behalf of Staff	15 October 2014	Paper
Response Document to NUT	TU's on behalf of Staff	21 October 2014	Paper
Second Response Document to NUT	TU's on behalf of Staff	21 October 2014	Paper
Special JNCC	TU's on behalf of Staff	17 October 2014	Meeting
JNCC Meeting	TU's on behalf of Staff	10 December 2014	Meeting
Close Consultation	TU's on behalf of Staff	3 November 2014	Meeting
Staff Briefings			
Open Consultation	All - Circa 425 Individuals	22 & 23 September 2014	Briefing
	Exceptions:		
	- Libraries	22 September 2014	Email
	- Early Years	22 September 2014	Email

Activity	Affected	Date	Method
Close Consultation	All - Circa 425 Individuals	3 November 2014	Briefing
	Exceptions:		
	- Libraries	3 November 2014	Email
	- Early Years	3 November 2014	Email
Ongoing Communication			
Additional Group Briefings	Specific by team where applicable	23 & 24 September 2014	Team Meeting
One:one	All – Optional	Ongoing throughout consultation	Meeting
Employee Surgeries	All - Optional	13 - 22 October 2014	Meeting
Staff Forum	Staff Reps on Behalf of Peers	24 & 26 September 2014	Meeting
Constant Review, consultation response document & FAQ's	All - 425 Individuals	Ongoing from 22 September 2014	Intranet
Change and Me Workshop	All – 425 individuals	Ongoing from 22 September 2014	Workshops
Individual support sessions on change	All – 425	Ongoing from 22 September 2014	Meeting
Pensions workshops and briefings	'At risk' employees – 120 individuals	October 2014	Meetings and briefings
Interview skills workshops	'At risk' employees – 120 individuals	4 – 7 November 2014	Workshops

6.0 CONSULTATION METHOD

6.1. The consultation has taken place by means of

- Collective consultation: Family Services Director to trade union representatives
- Open consultation: Family Services Director with all those potentially affected in staff briefings
- Collective consultation: Circulation of the consultation document to all 425 staff affected as well as Libraries and Early Years who are not directly affected by the change but are part of the affected service
- Regular updates to the consultation provided to employees and Trade Union representatives, including detailed updated FAQ's published twice a week including responses on the consultation, structure, recruitment process and weightings, role profiles and suggestions on mitigating redundancies
- Individual consultation: Family Services Director and the Senior Management Team offered one:one meetings with all affected employees

- Trade Union response documents provided to Trade Union consultation feedback
- Consultation extended by eight days on the Virtual School role profiles to give Trade Unions and two members of staff affected in the Corporate Parenting Team additional time to feedback comments.

6.2. Individuals and trade union colleagues were given many channels to submit their own feedback on the structure, role profiles and full consultation document following the launch of the consultation. These were sent directly to Amy.Sumpter@barnet.gov.uk.

6.3. There were a selection of feedback routes for employees including one:one meetings, larger briefings, Trade Union representatives, email, focus groups and staff representatives, employee surgeries and frequently asked questions (FAQs), Link Managers and through a 3 day anonymous consultation response box provided in the Family Services kitchen area.

6.4. Employees were encouraged to request further time with their line managers outside of these structured sessions if they had further queries they would like answered.

6.5. The Frequently Asked Questions were updated twice a week, sent to employees and Trade Union email addresses and published on the intranet, Family Services page.

6.6. The key areas for consultation were:

- Structural proposals: what are the views of those being consulted about the proposed structures, alignment of responsibilities and approach?
- Statutory proposals: what are the views in respect of positions that are statutory designations?
- Resourcing: what are the views in respect of the proposed recruitment to the roles proposed?
- Redundancies: how can the council mitigate any potential redundancies resulting from this proposal?

7.0 SELECTION FOR NEW ROLES

7.1. The council has an objective to minimise the potential for redundancies. This is carried out through identifying at an early stage employees who are potentially 'at risk' of redundancy and providing the council's redeployment vacancy list.

7.2. Each existing post has been assessed against the council's criteria for job matching for the purposes of assimilation.

7.3. The overall structure and much of the content of role profiles has changed through the consultation process.

7.4. The council offered the opportunity for employees assimilated to the generic roles of Social Worker and Advanced Social Worker to enter their preference for the team within which they would like to be placed, prior to the close of consultation.

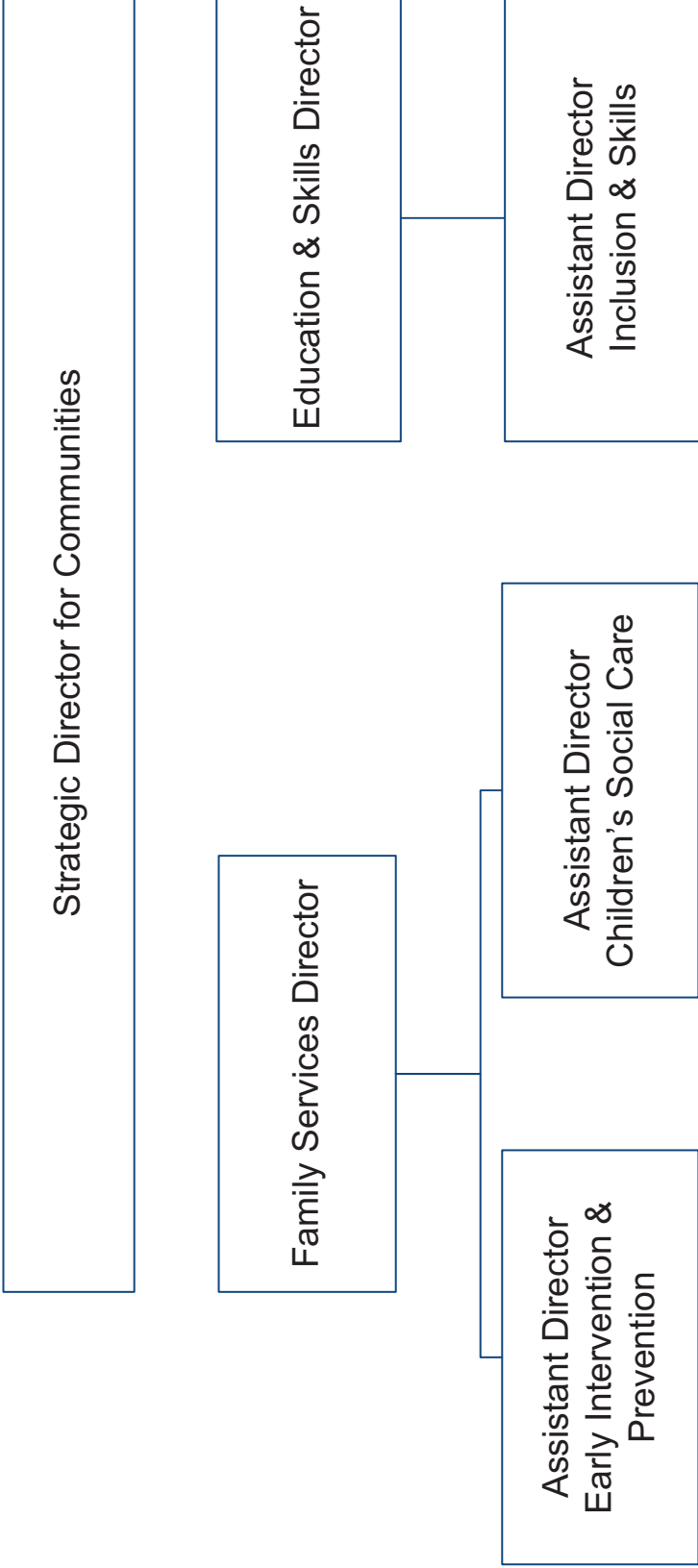
7.5. For these proposed assimilation positions it was intended that where more than one candidate expressed an interest in a role, a selection process would be required. Through consultation and to reduce disruption to employees within the service it was agreed that if more than one employee expressed a preference for the same established position the allocation of people to roles in teams would be made as a management decision. This was based on the needs of the Service and where the skills, expertise and experience of individual would best fit.

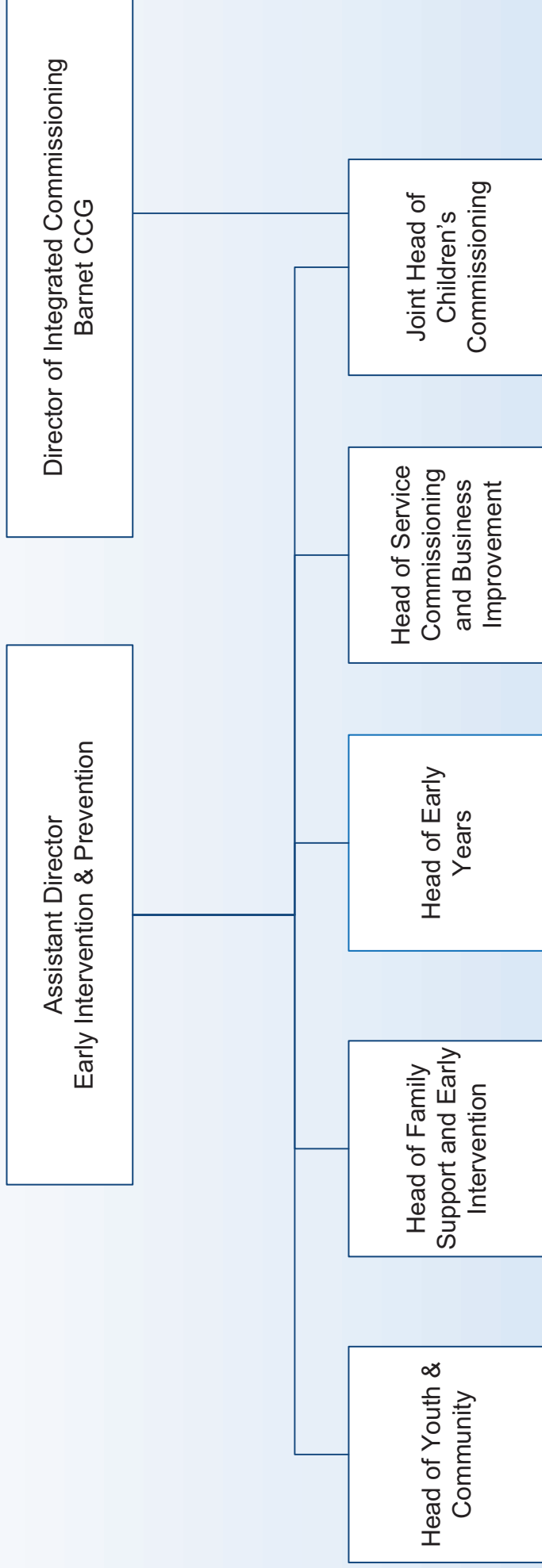
7.6. Please see the recruitment process reference document attached as appendix 6. This document aims to bring together all of the briefings, questions, FAQ's and queries that have been responded to during consultation on the matter of the recruitment process in to one reference document to cover the recruitment process and outcome activity.

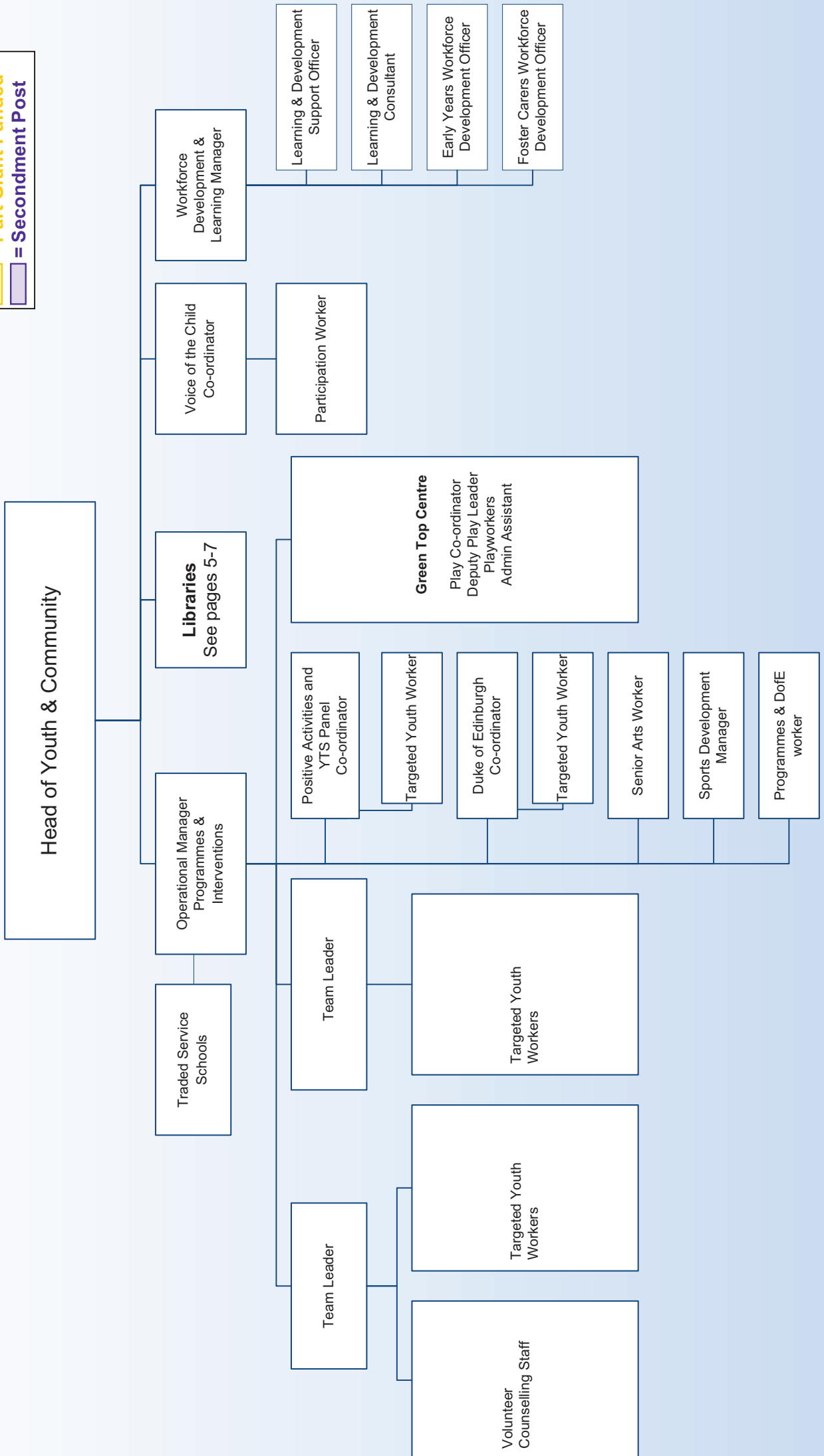
Barnet Children's Service Management Structure October 2014

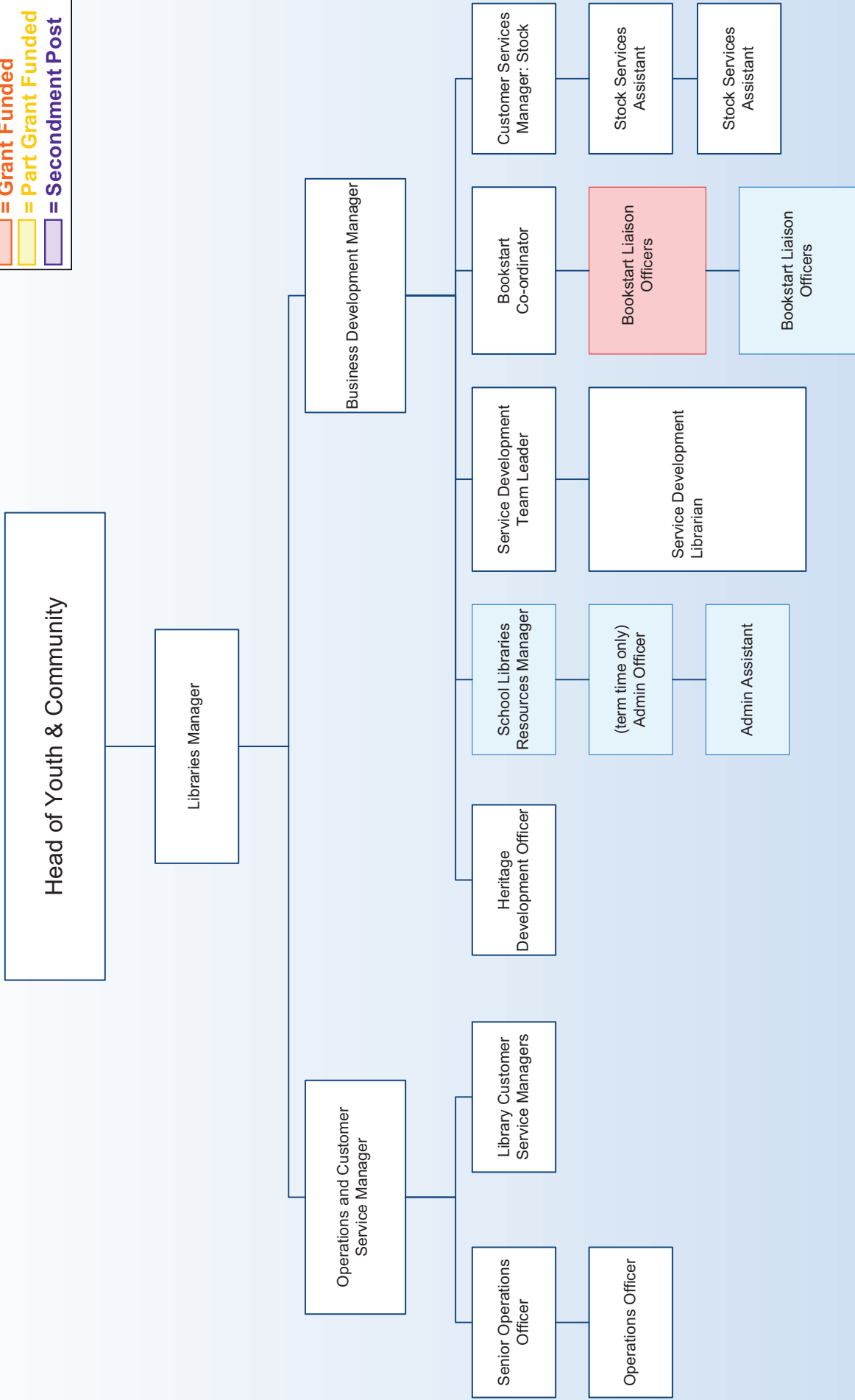
Including Traded and Grant Funded Posts

- = Traded Service
- = Part Traded Service
- = Grant Funded
- = Part Grant Funded
- = Secondment Post









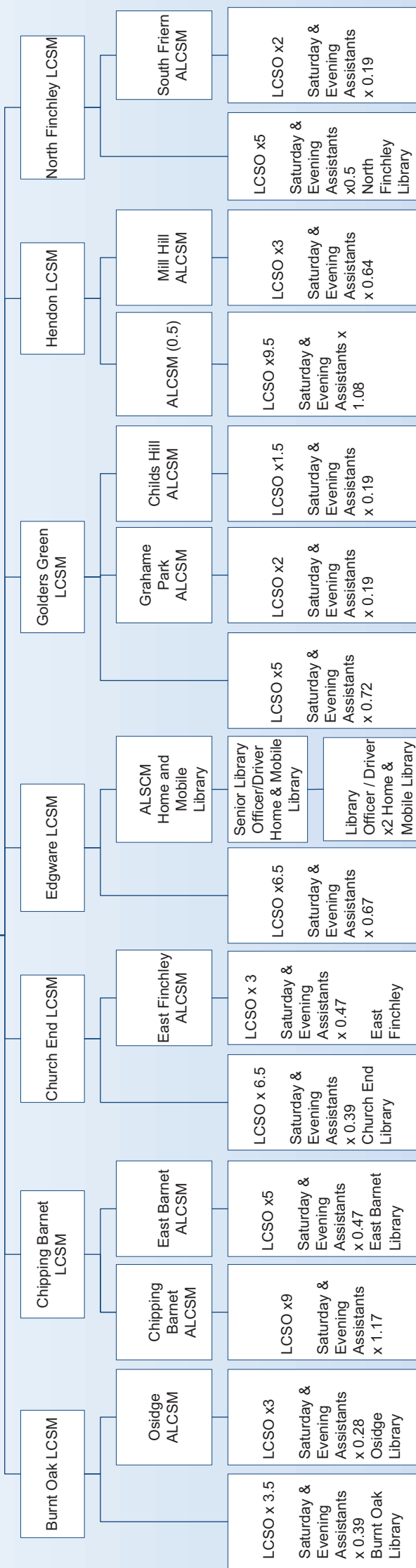


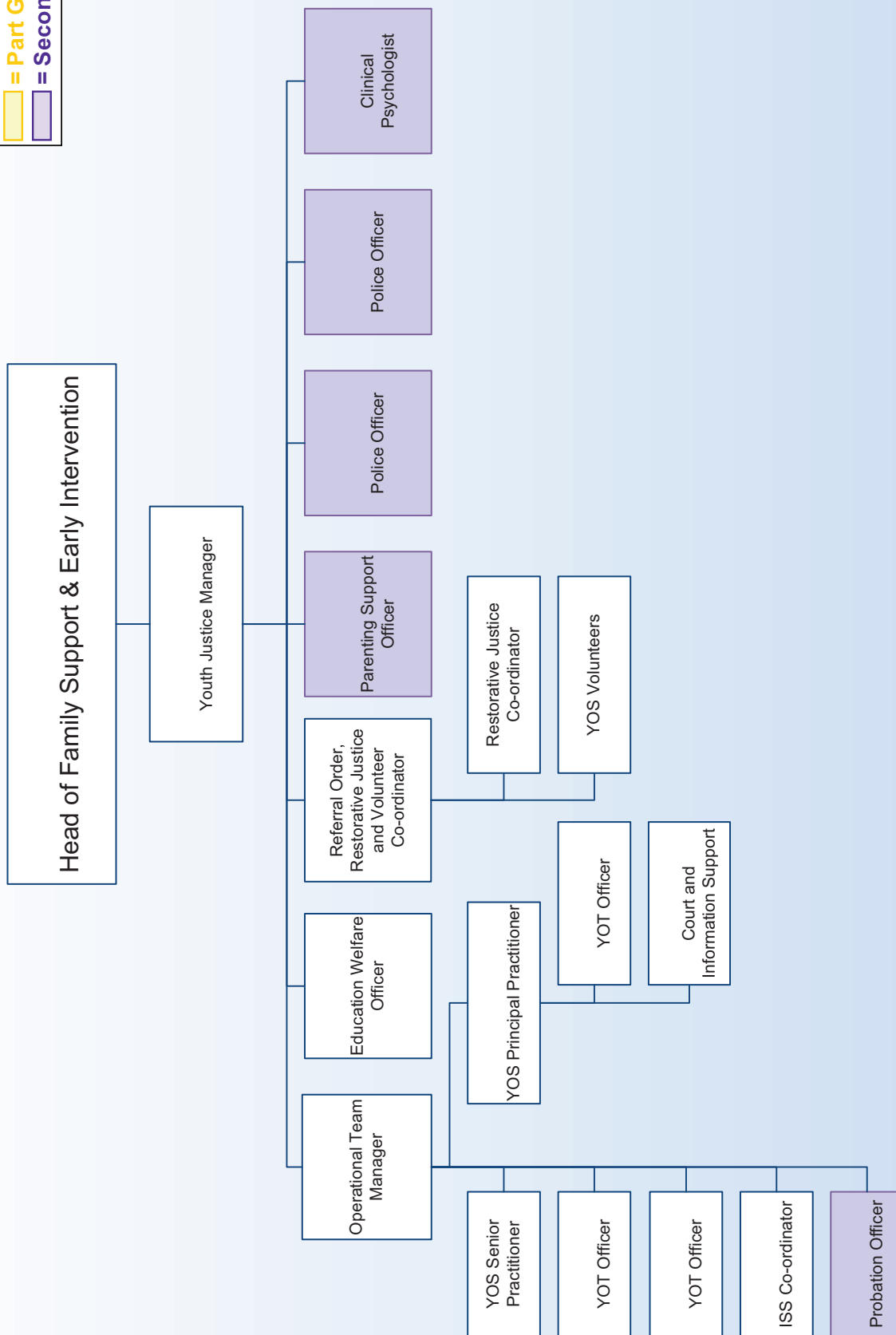
Head of Youth & Community

Libraries Manager

Business Development Manager

Operations and Customer Service Manager

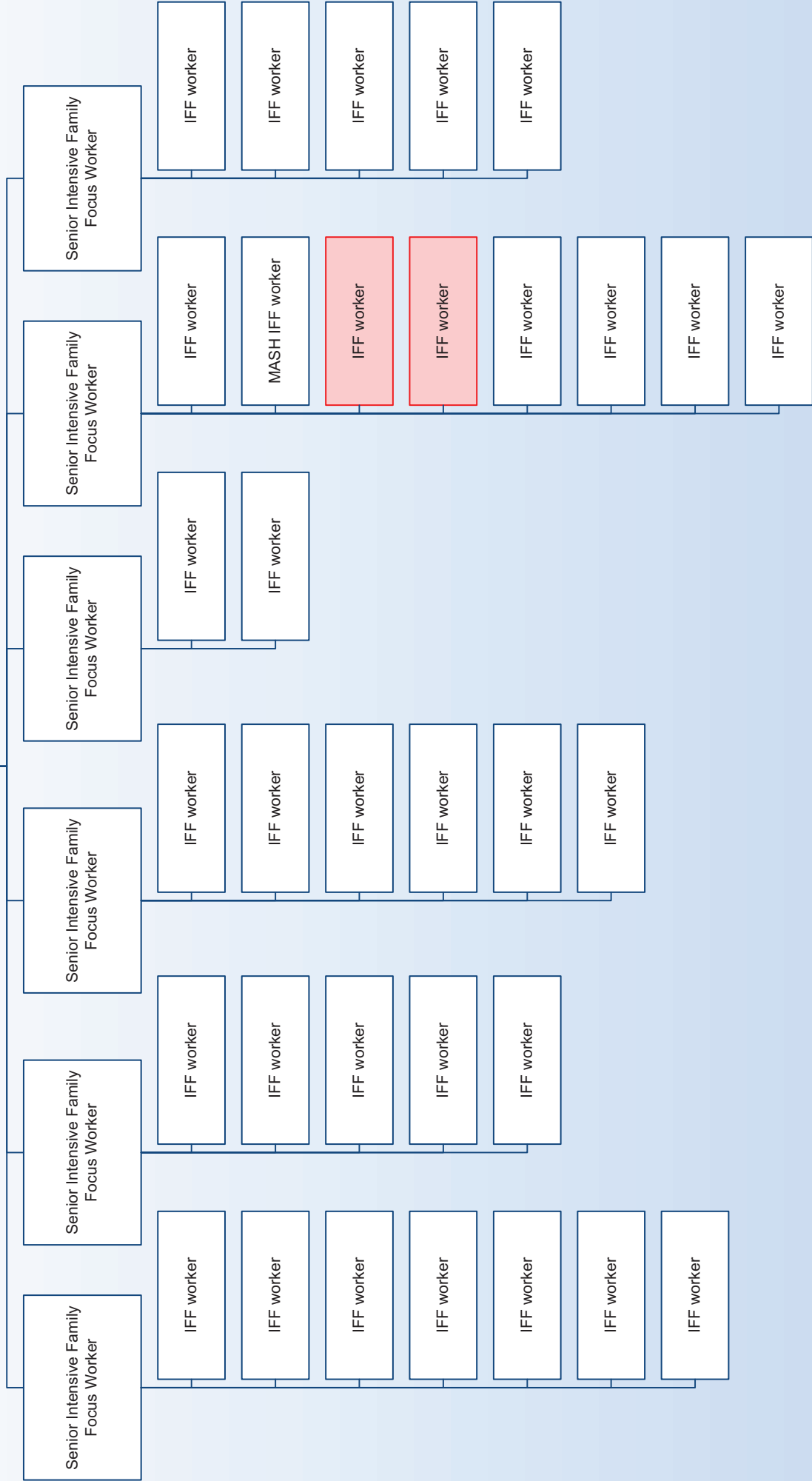


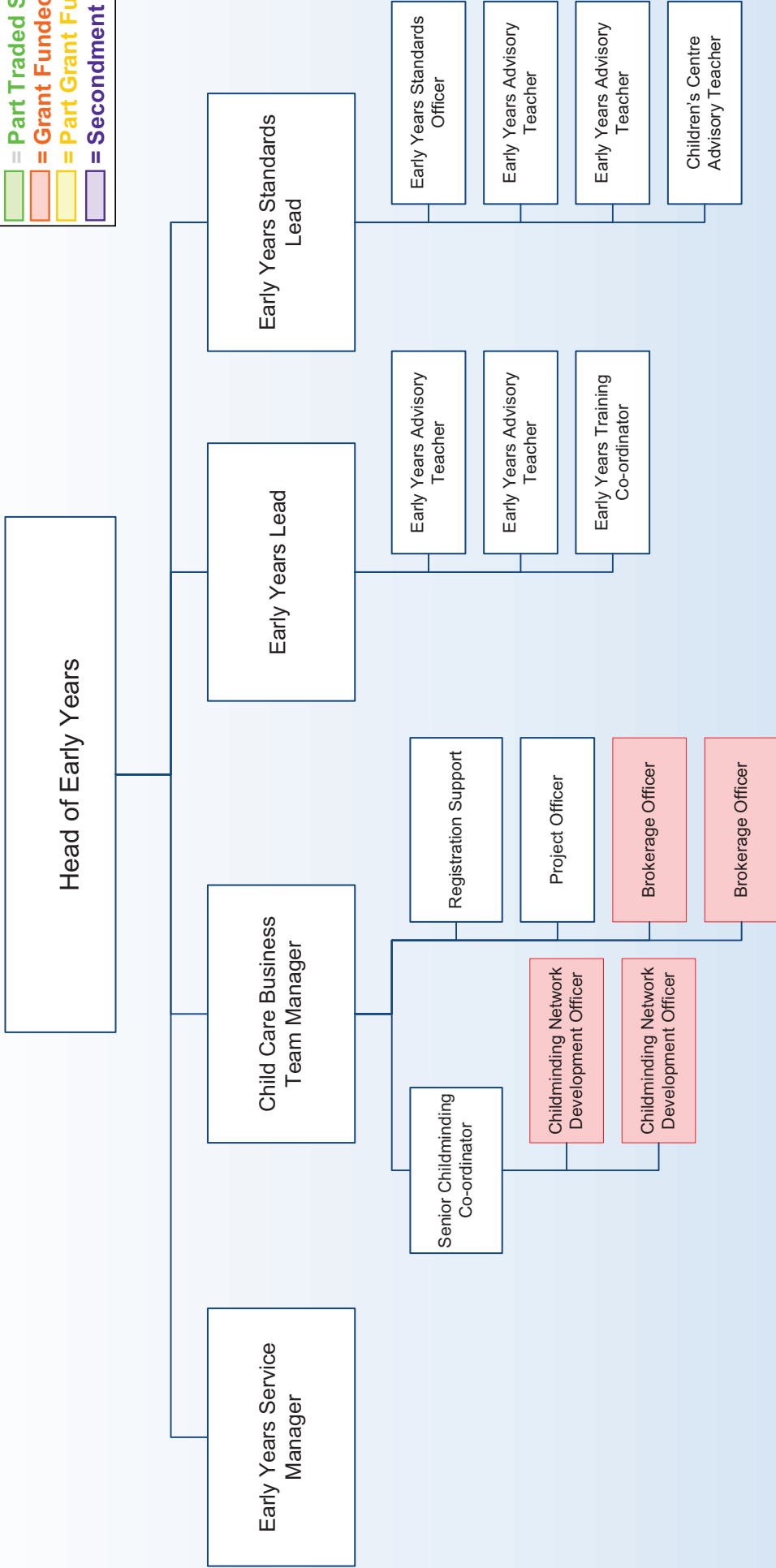


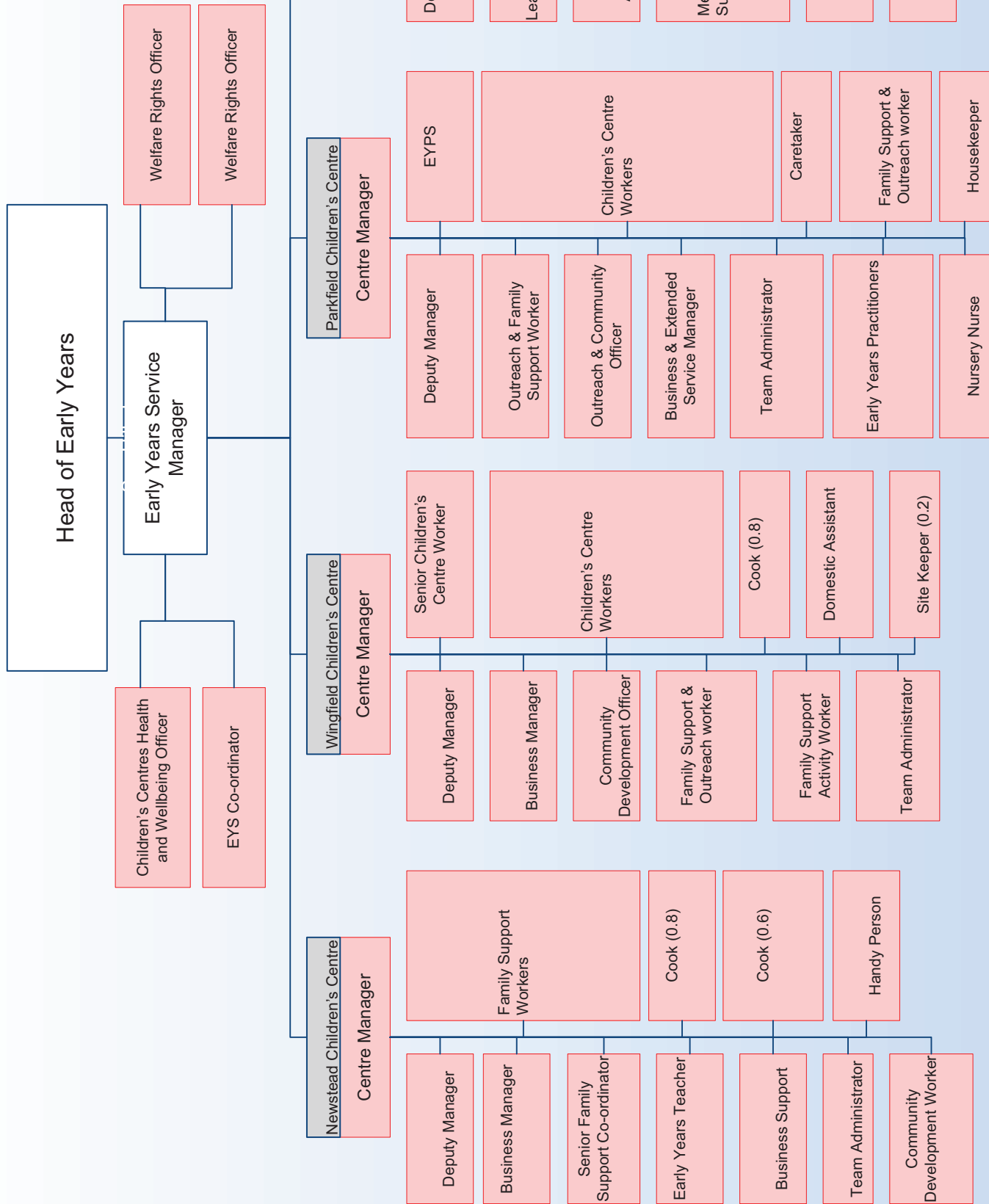
Head of Family Support & Early Intervention

Intensive Family Focus Team Manager

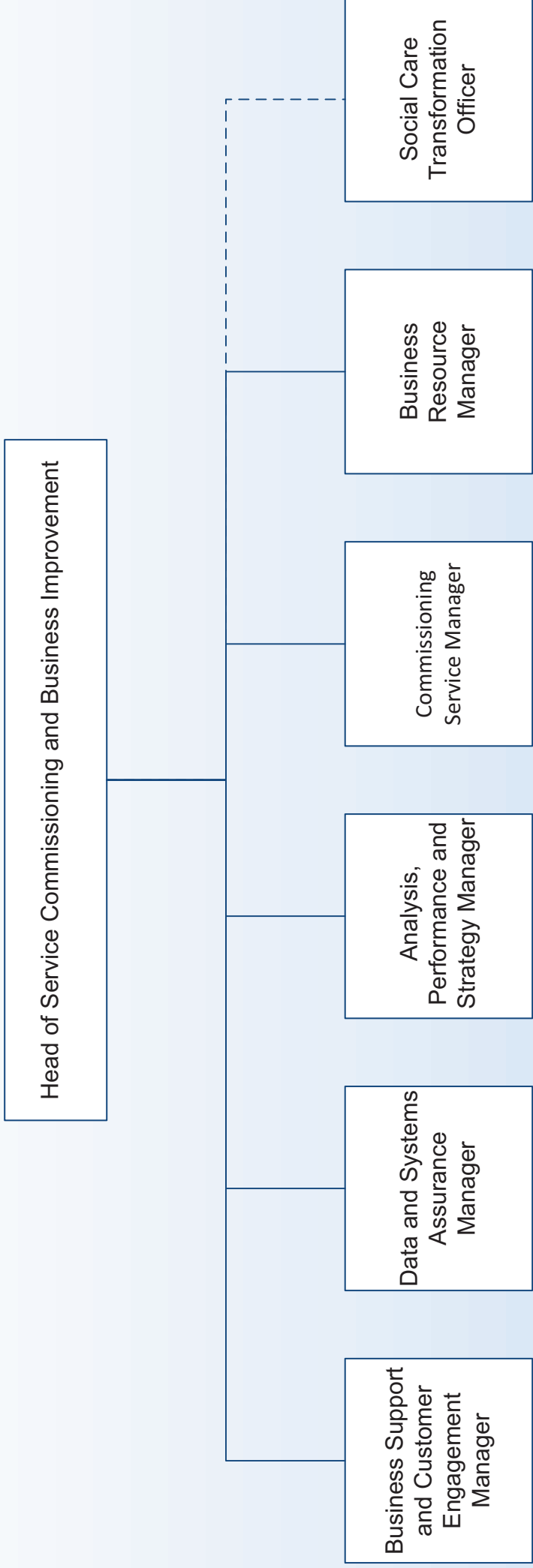
- = Traded Service
- = Part Traded Service
- = Grant Funded
- = Part Grant Funded
- = Secondment Post







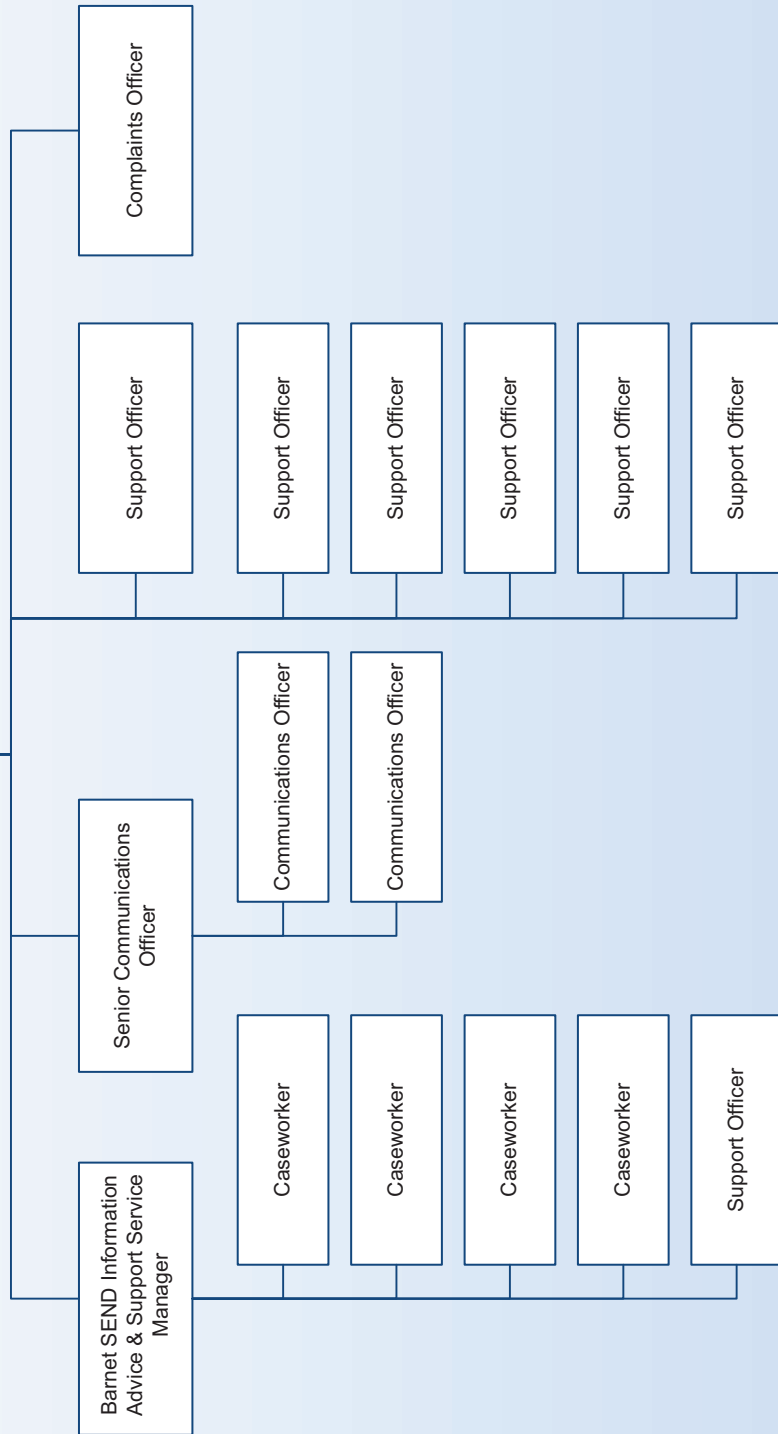
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- = Grant Funded
- = Part Grant Funded
- = Secondment Post





Head of Service Commissioning and Business Improvement

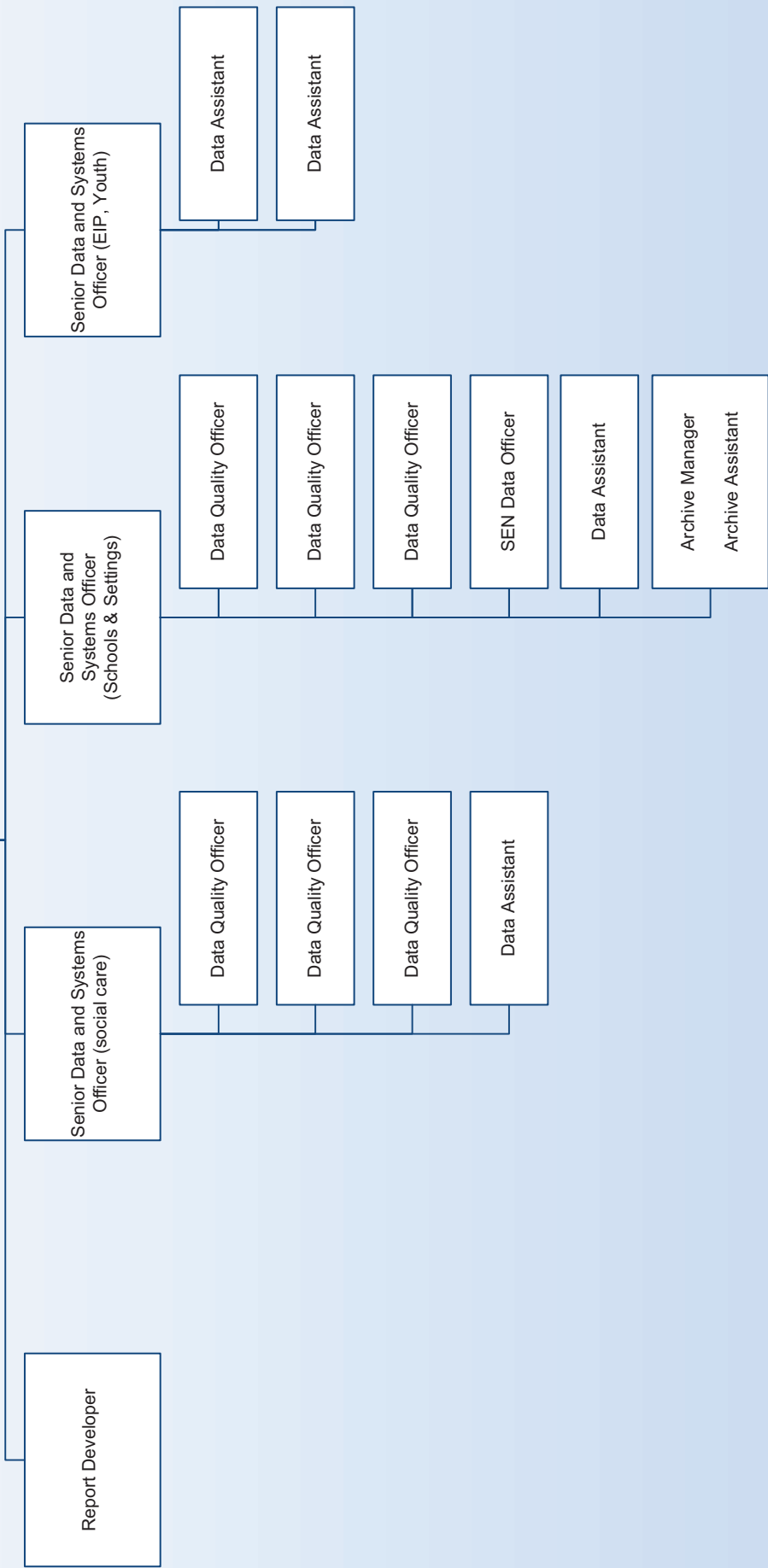
Business Support & Customer Engagement Manager

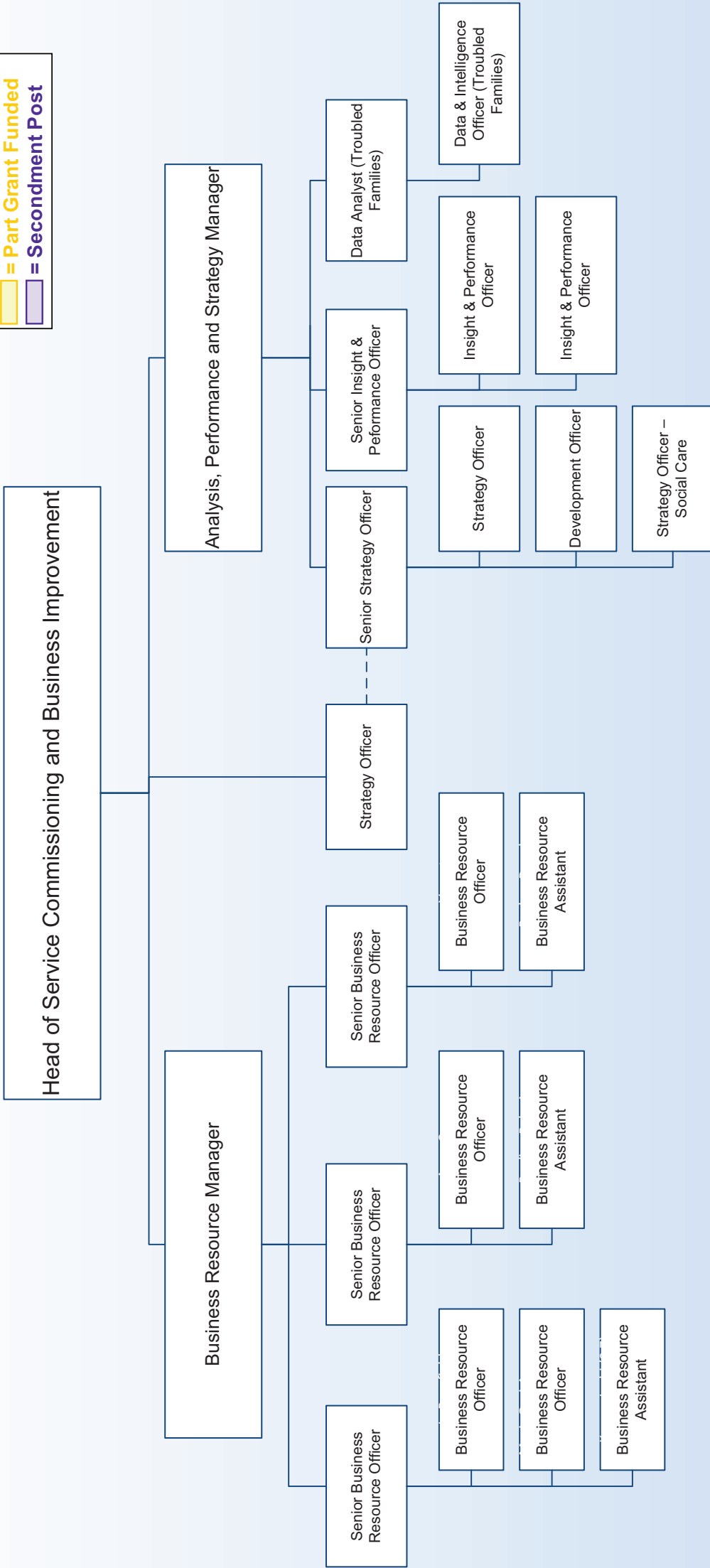


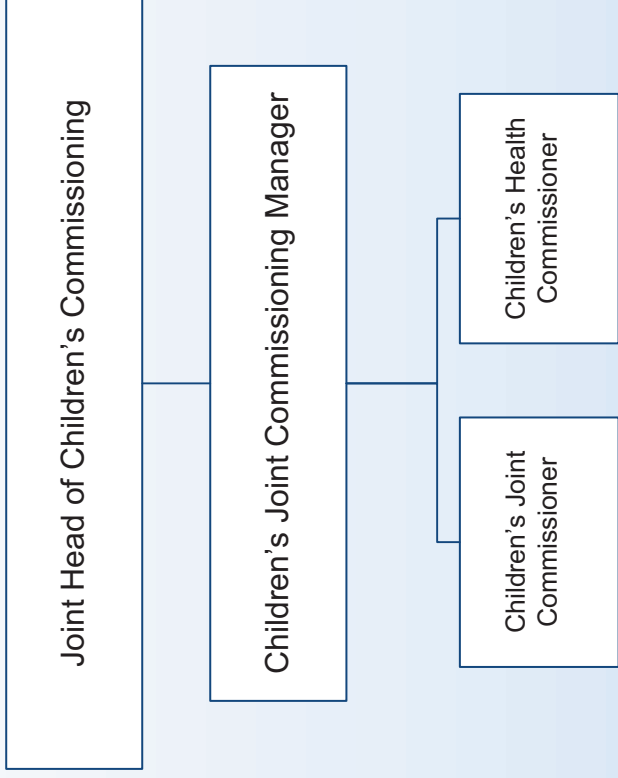
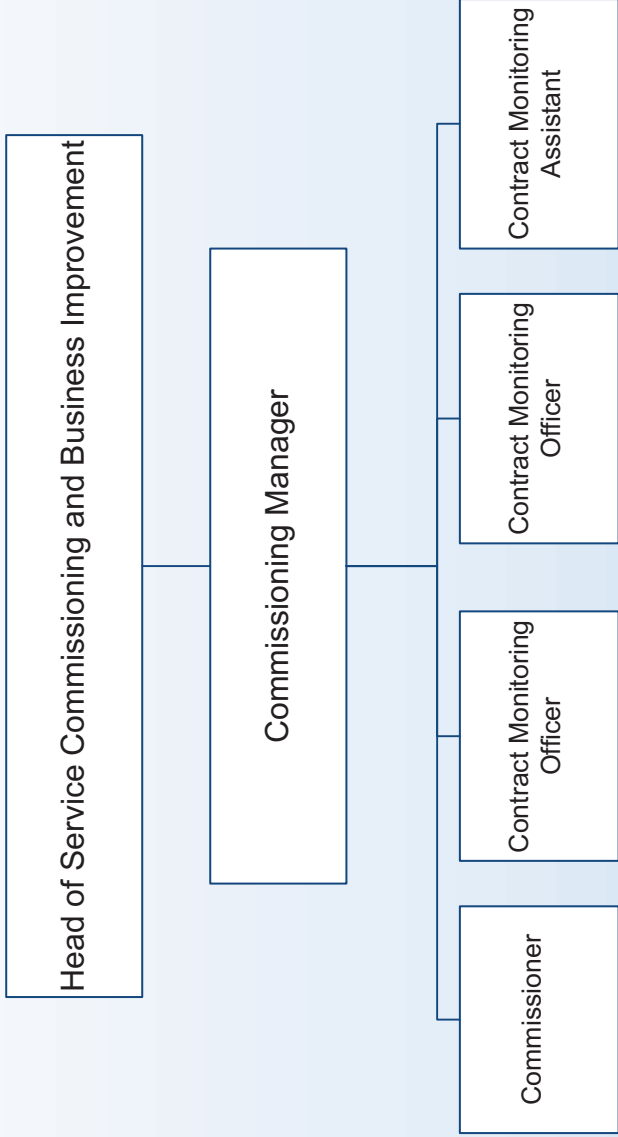


Head of Service Commissioning and Business Improvement

Data and Systems Assurance Manager

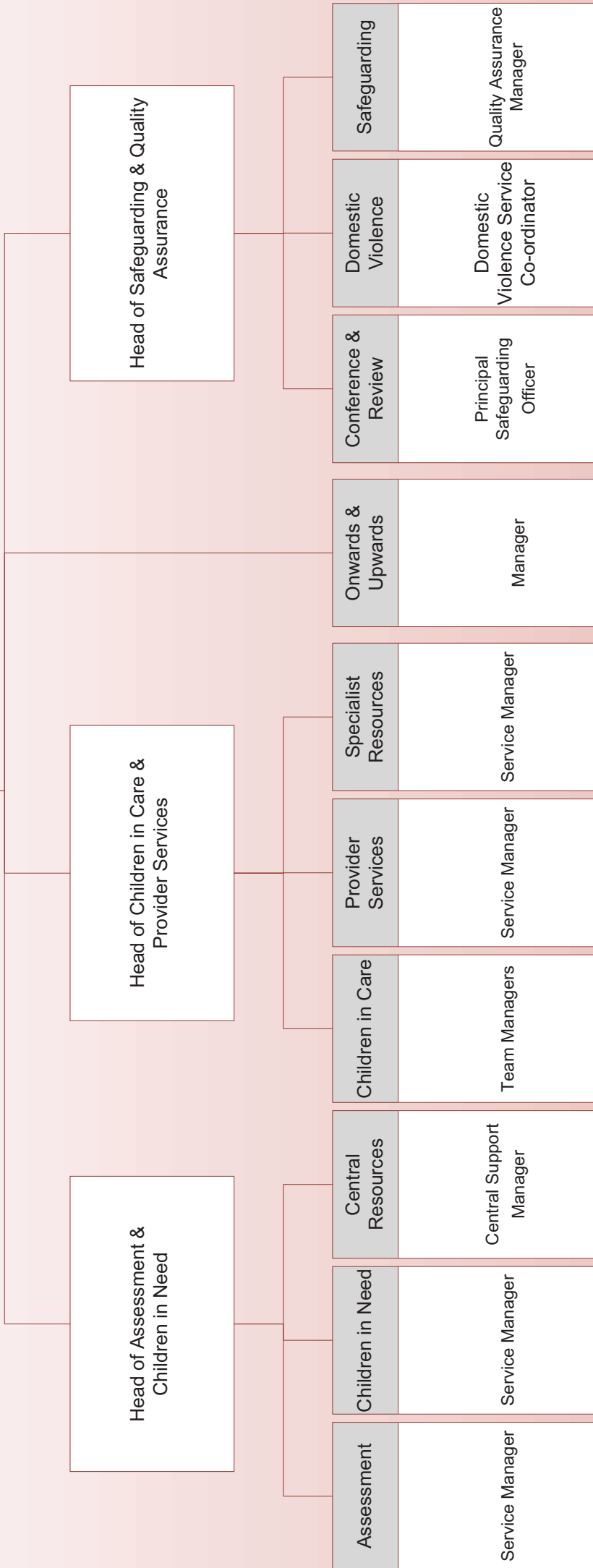




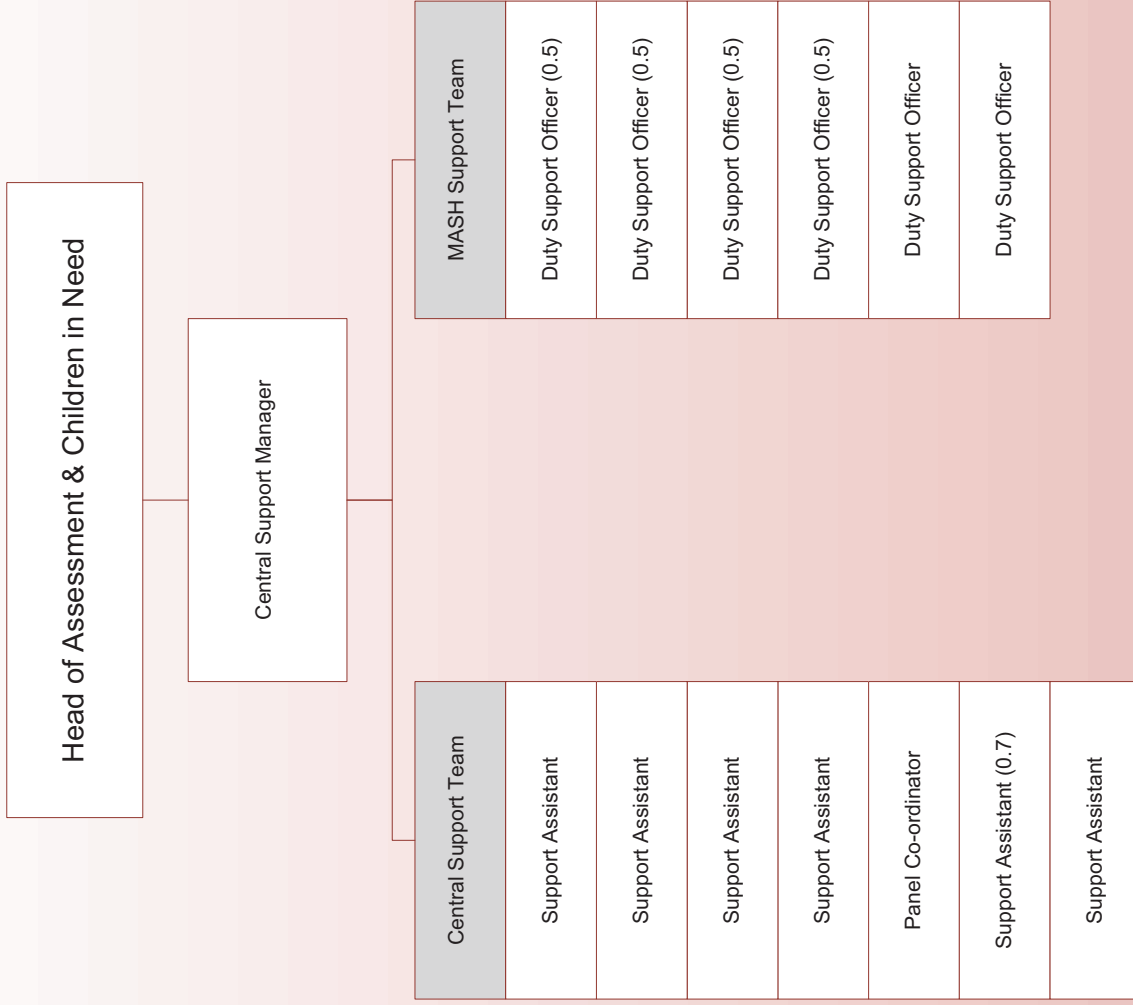


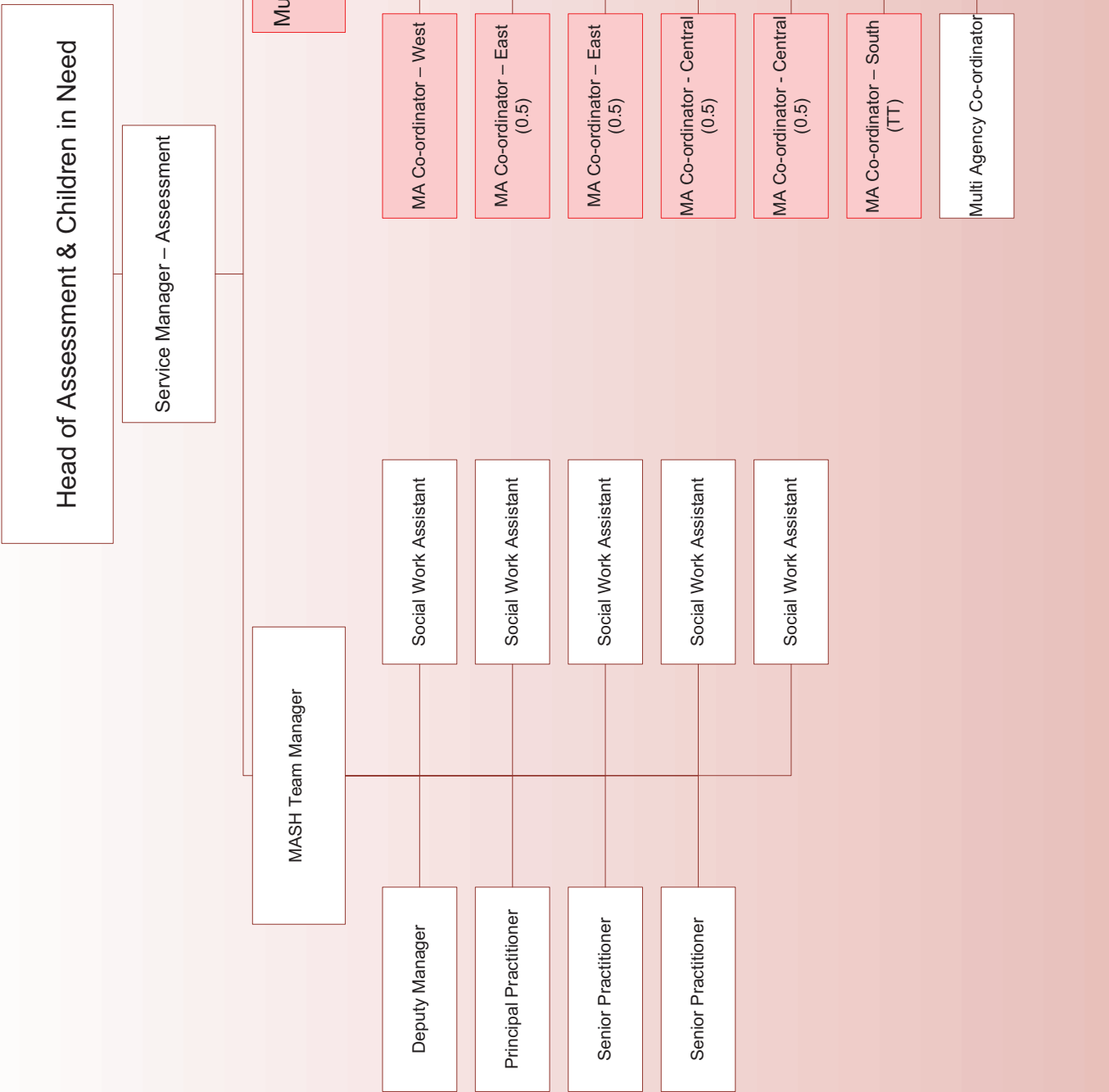


Assistant Director for Social Care



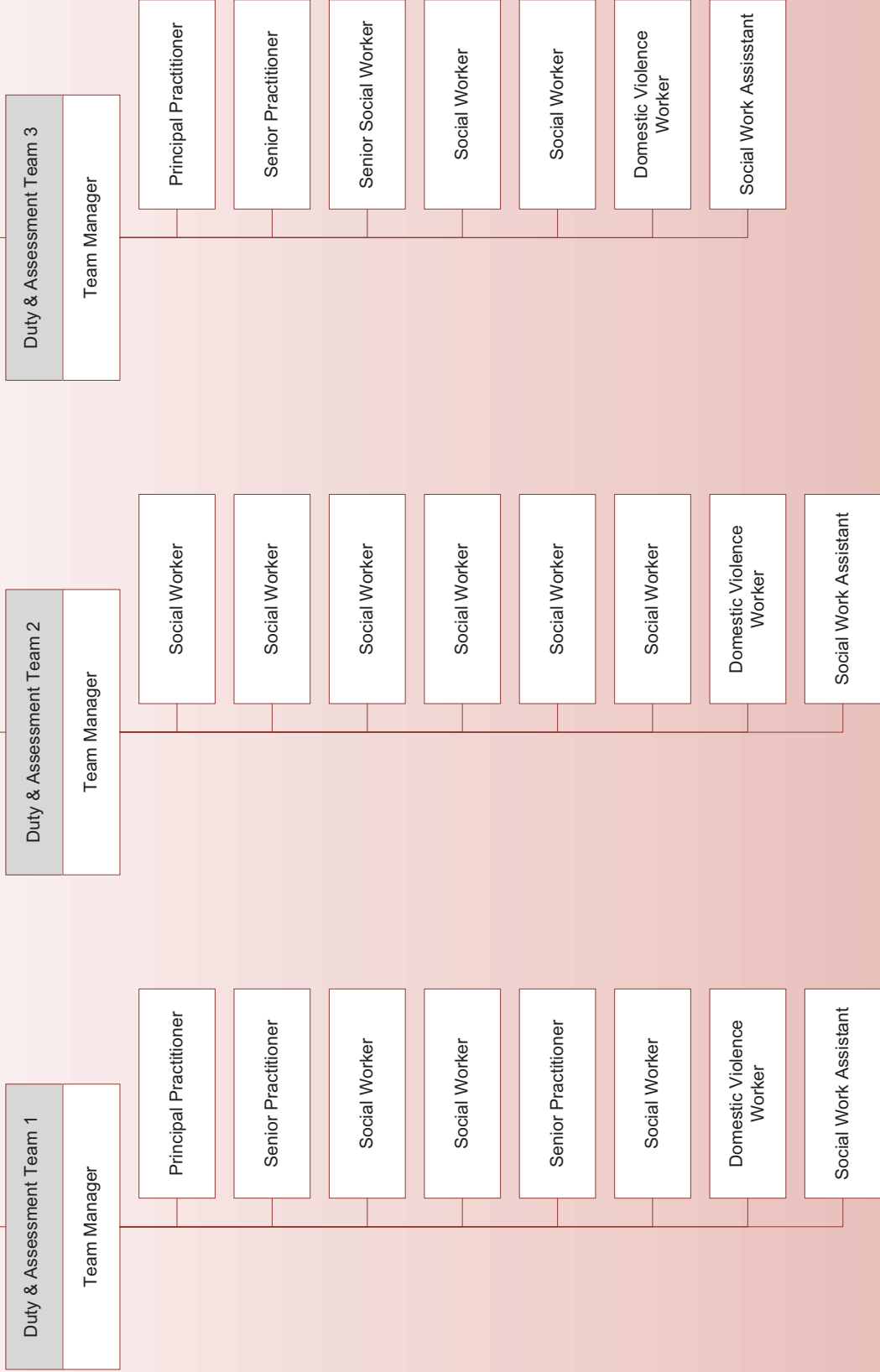
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	= Grant Funded
	= Part Grant Funded
	= Secondment Post





Head of Assessment & Children in Need

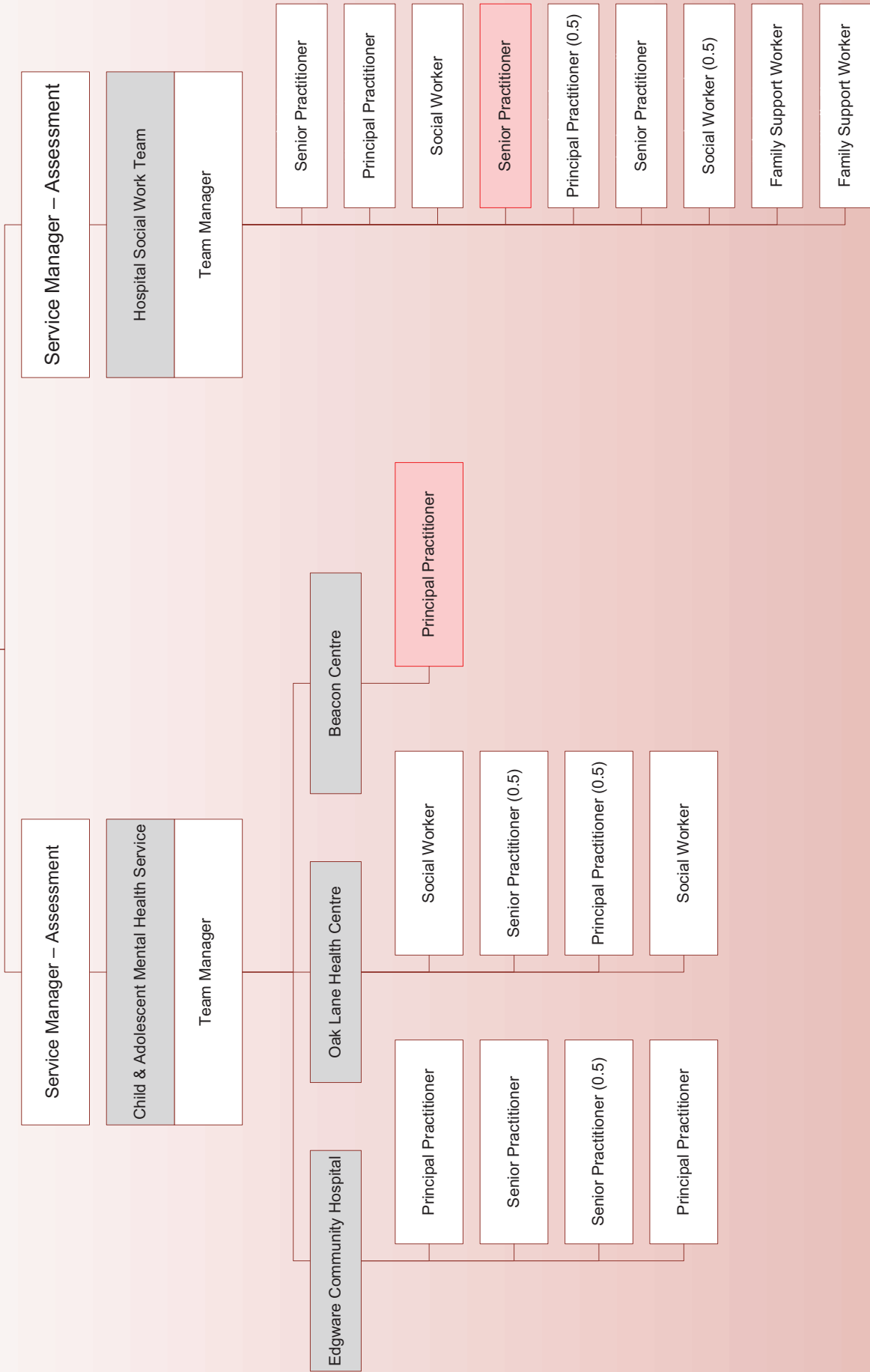
Service Manager – Assessment



- = Traded Service
- = Part Traded Service
- = Grant Funded
- = Part Grant Funded
- = Secondment Post

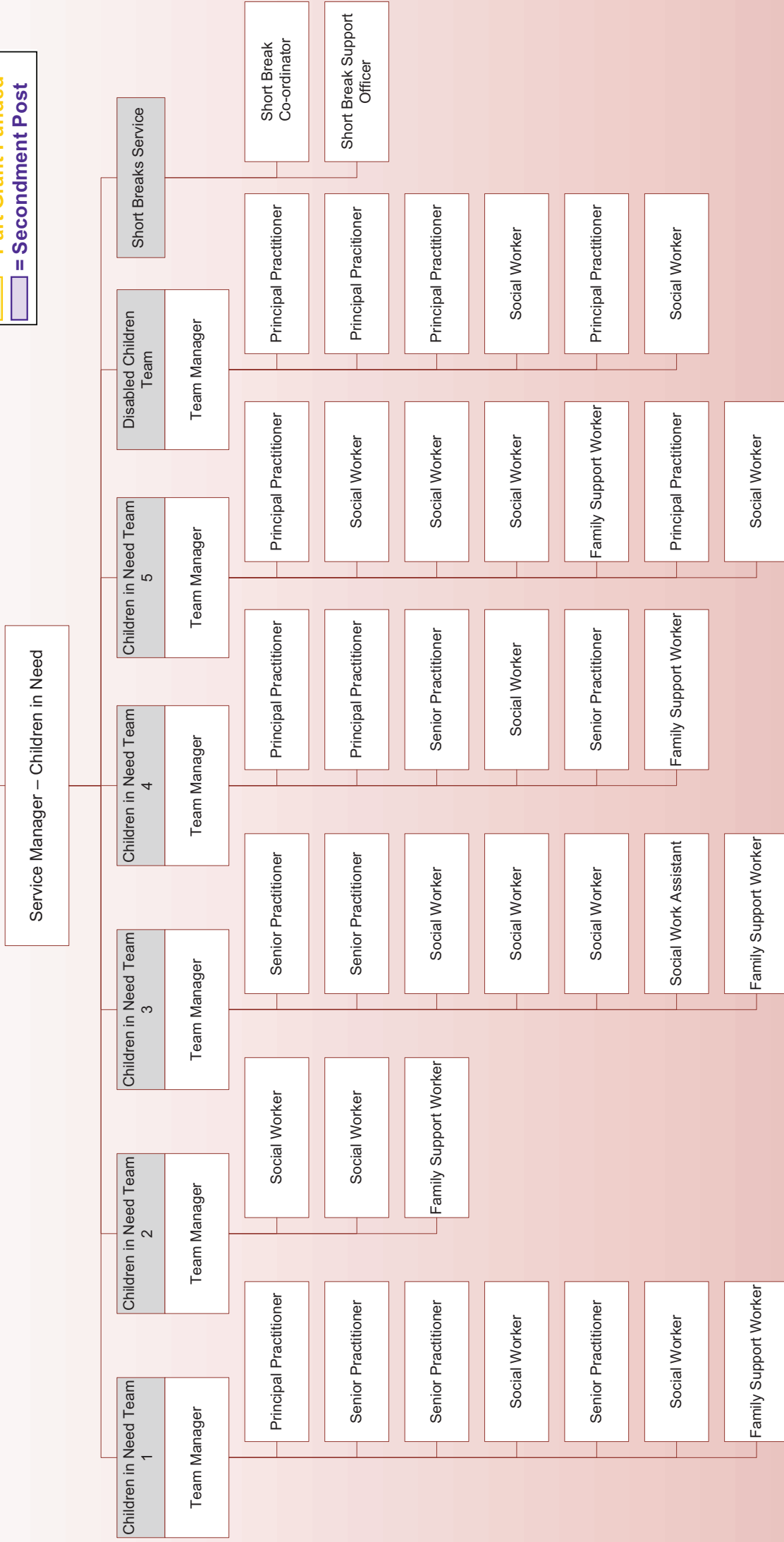


Head of Assessment & Children in Need



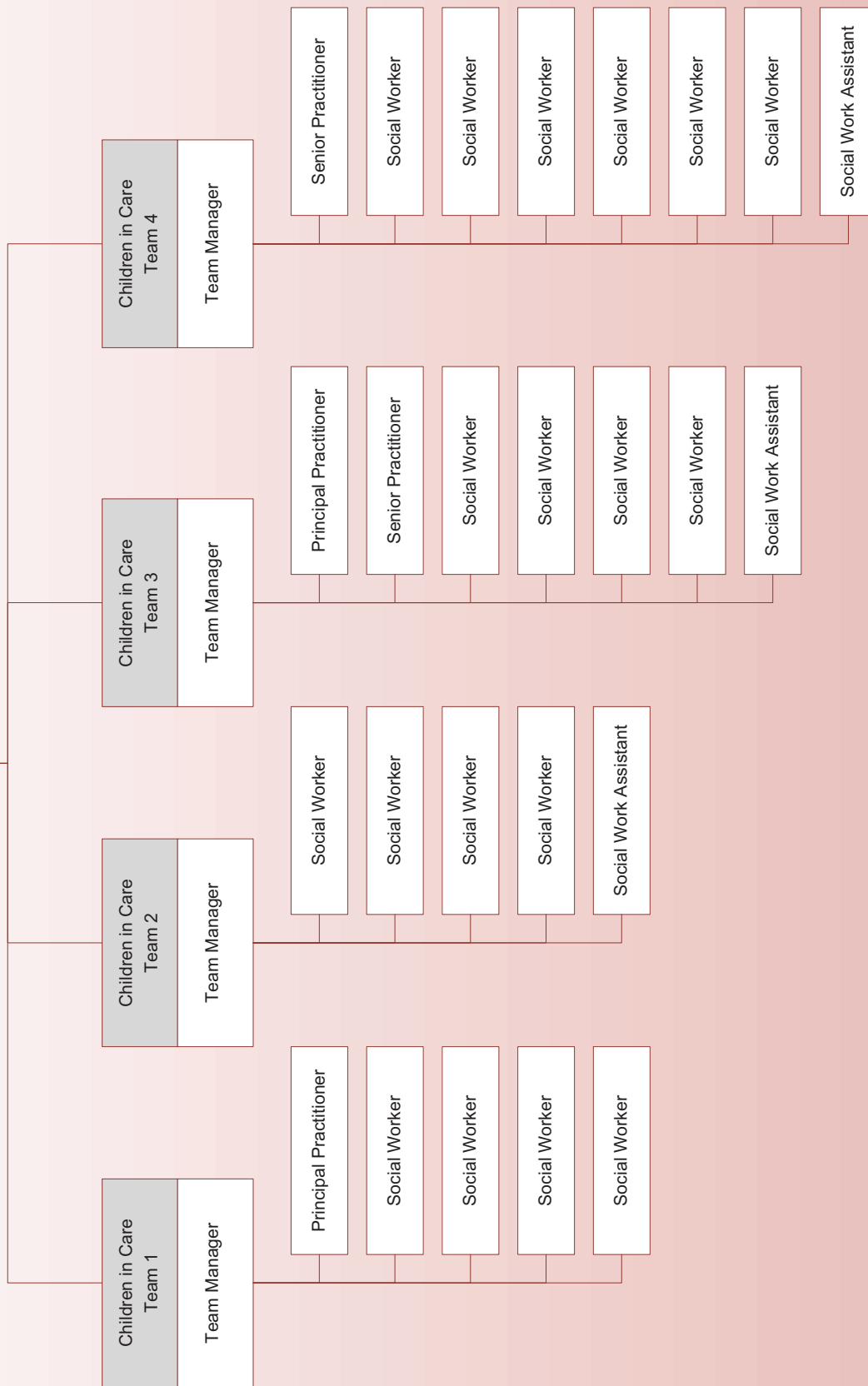
Head of Assessment & Children in Need

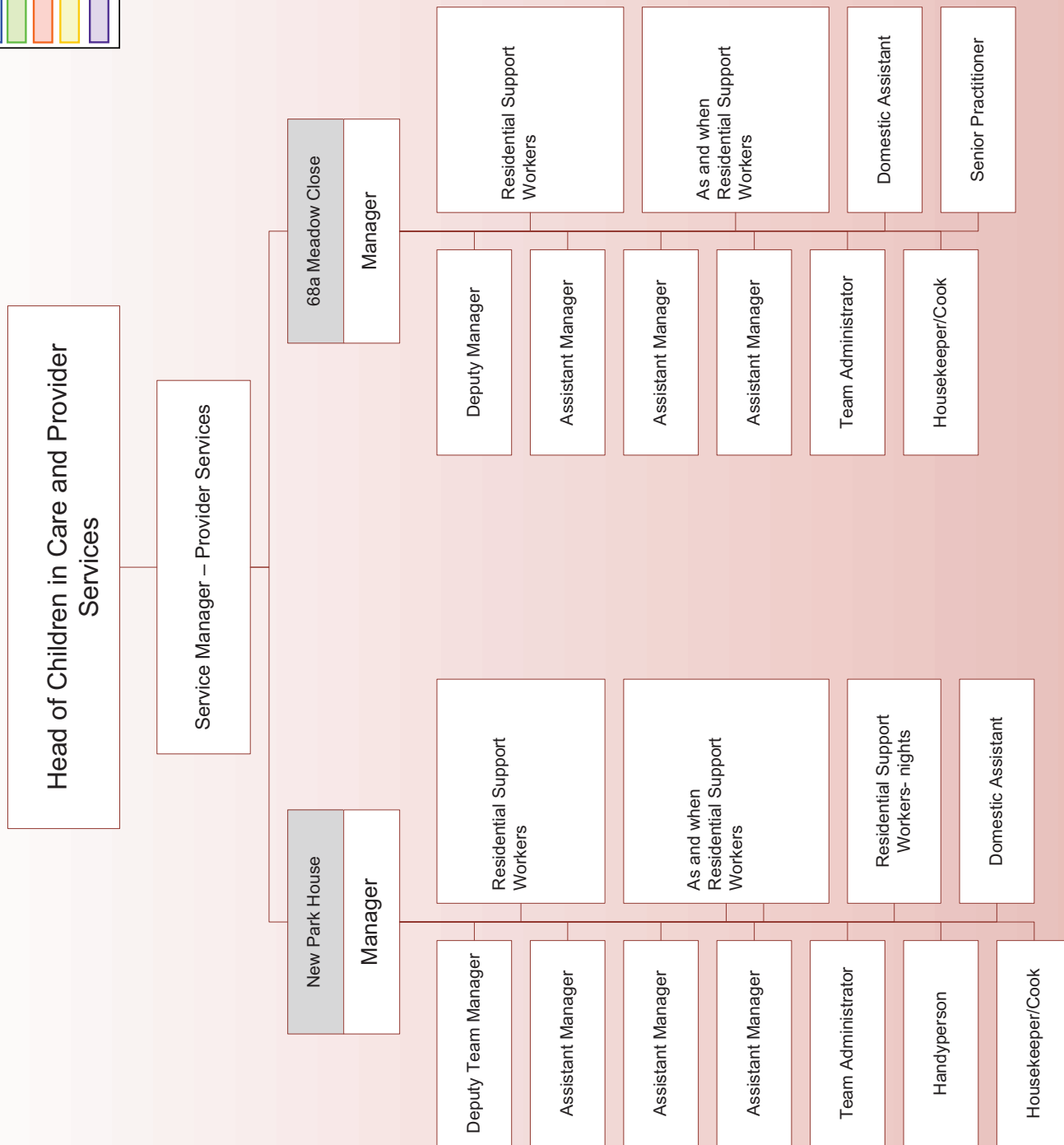
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 = Secondment Post





Head of Children in Care and Provider Services

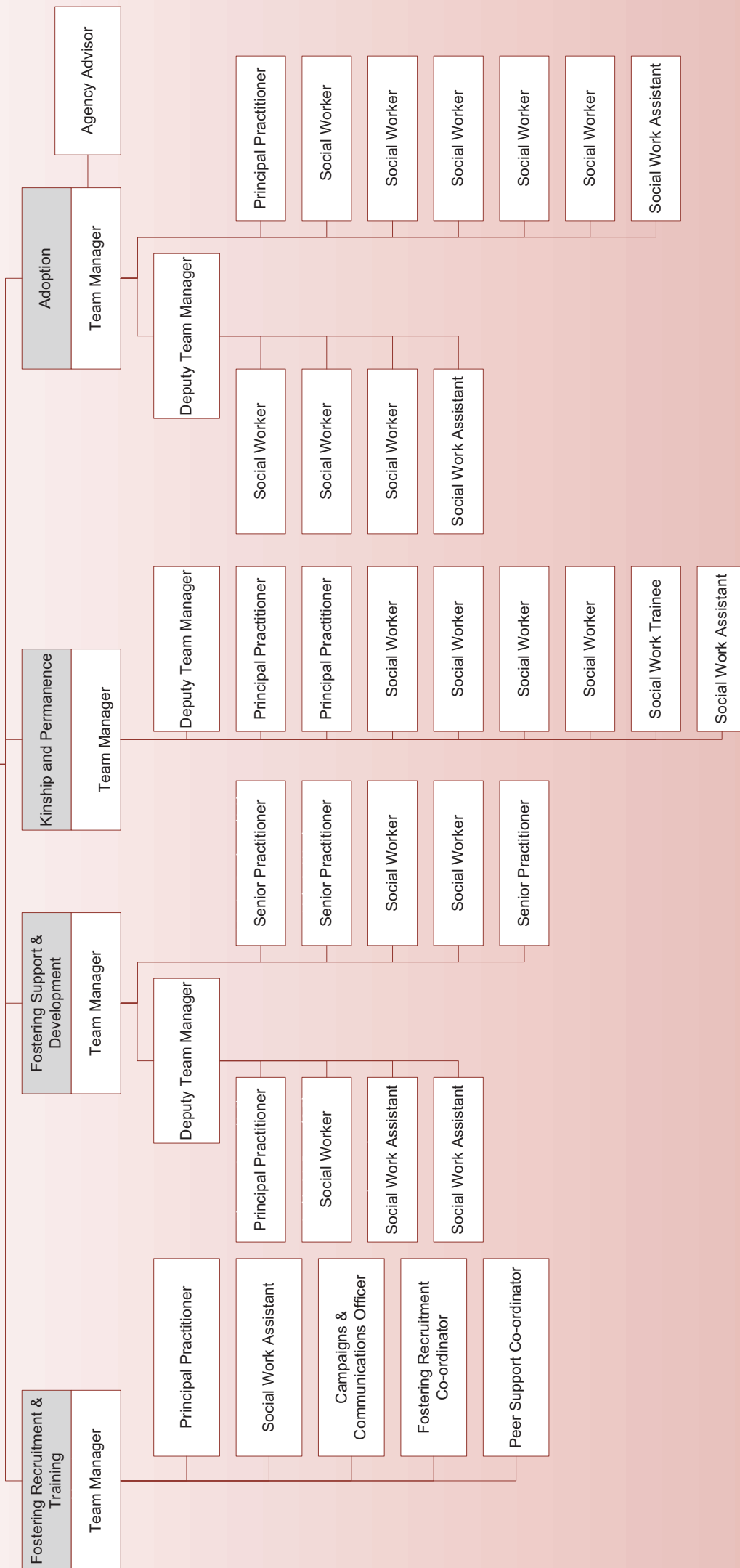




Head of Children in Care and Provider Services

Service Manager – Provider Services

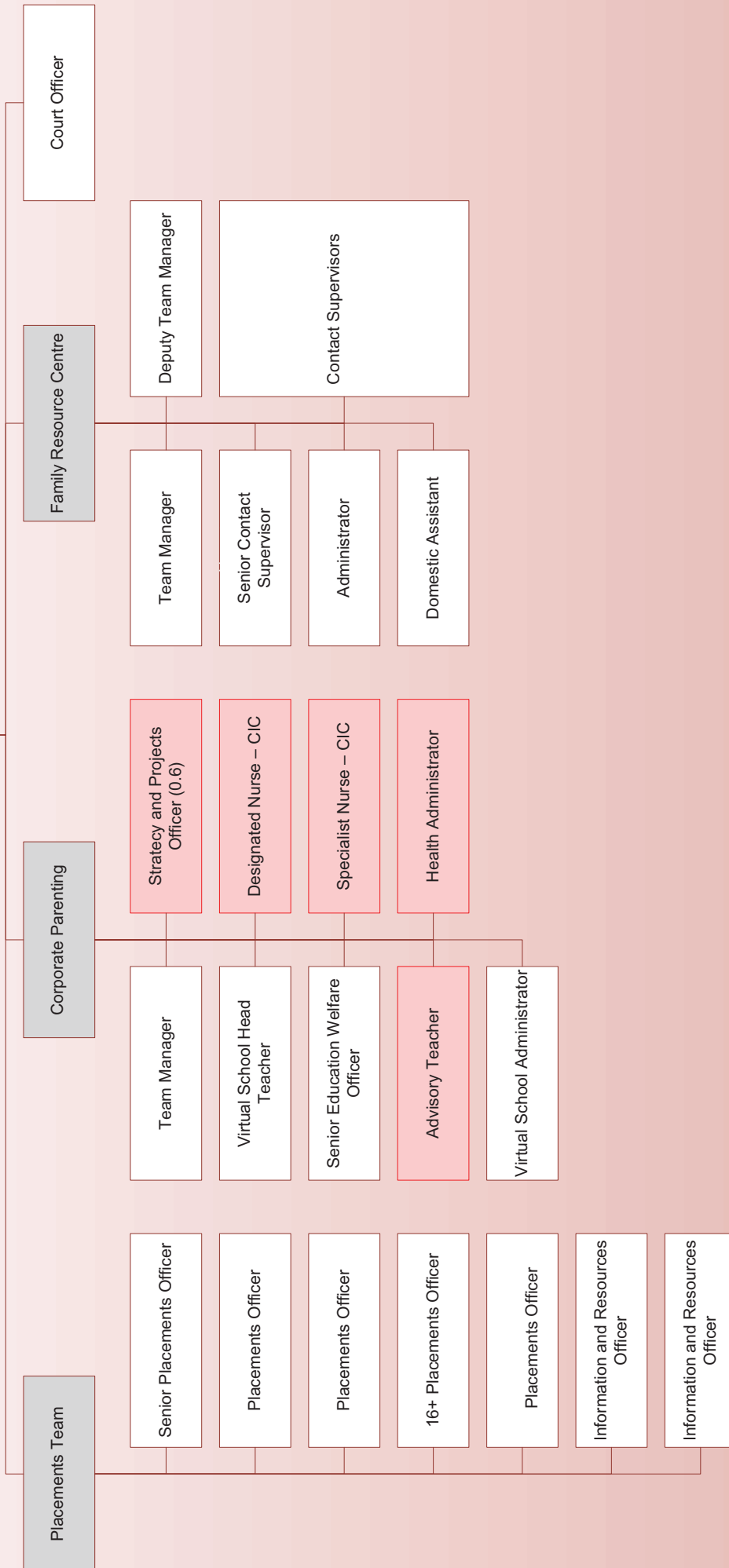
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 = Secondment Post

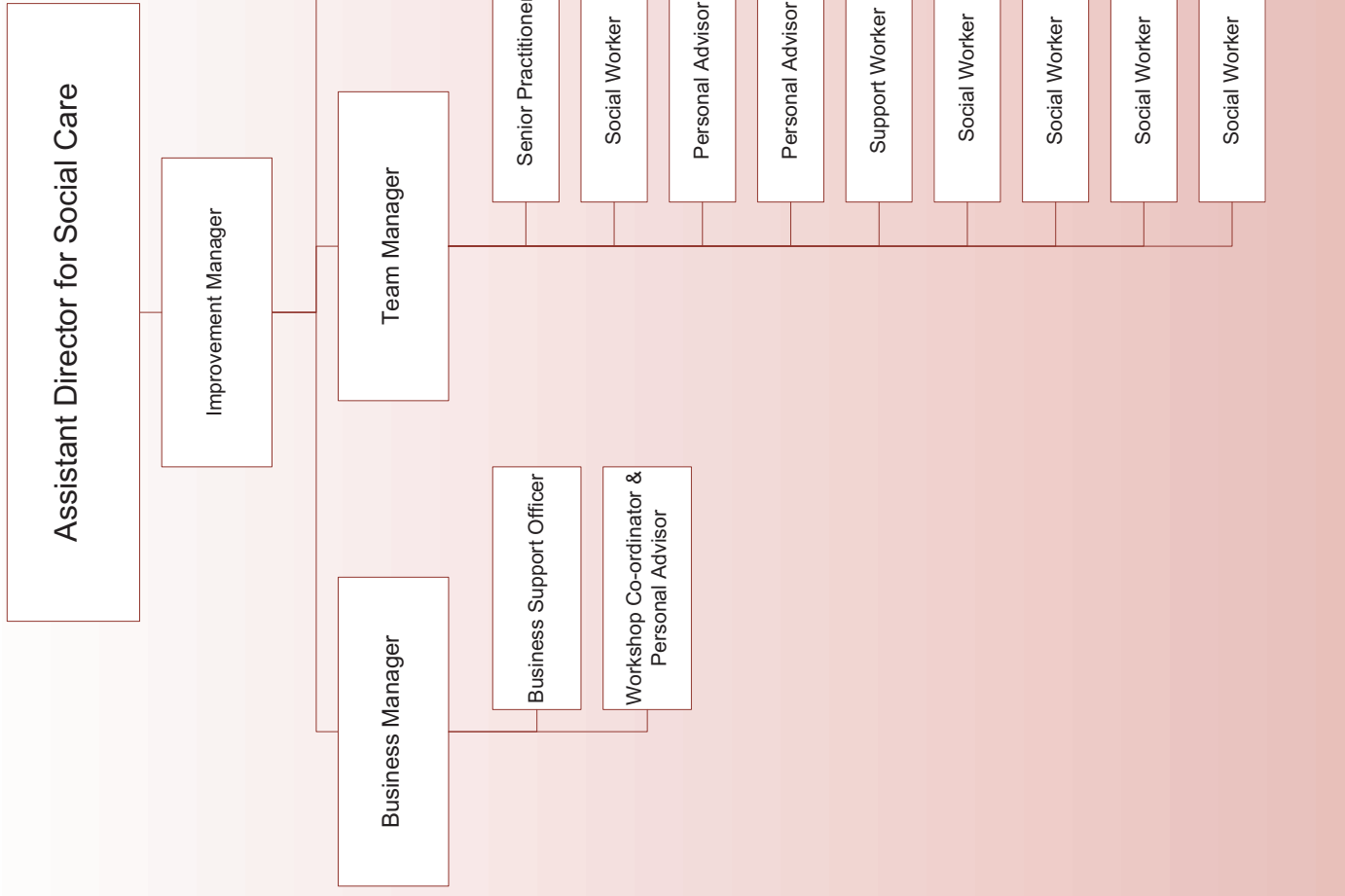


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Head of Children in Care and Provider Services

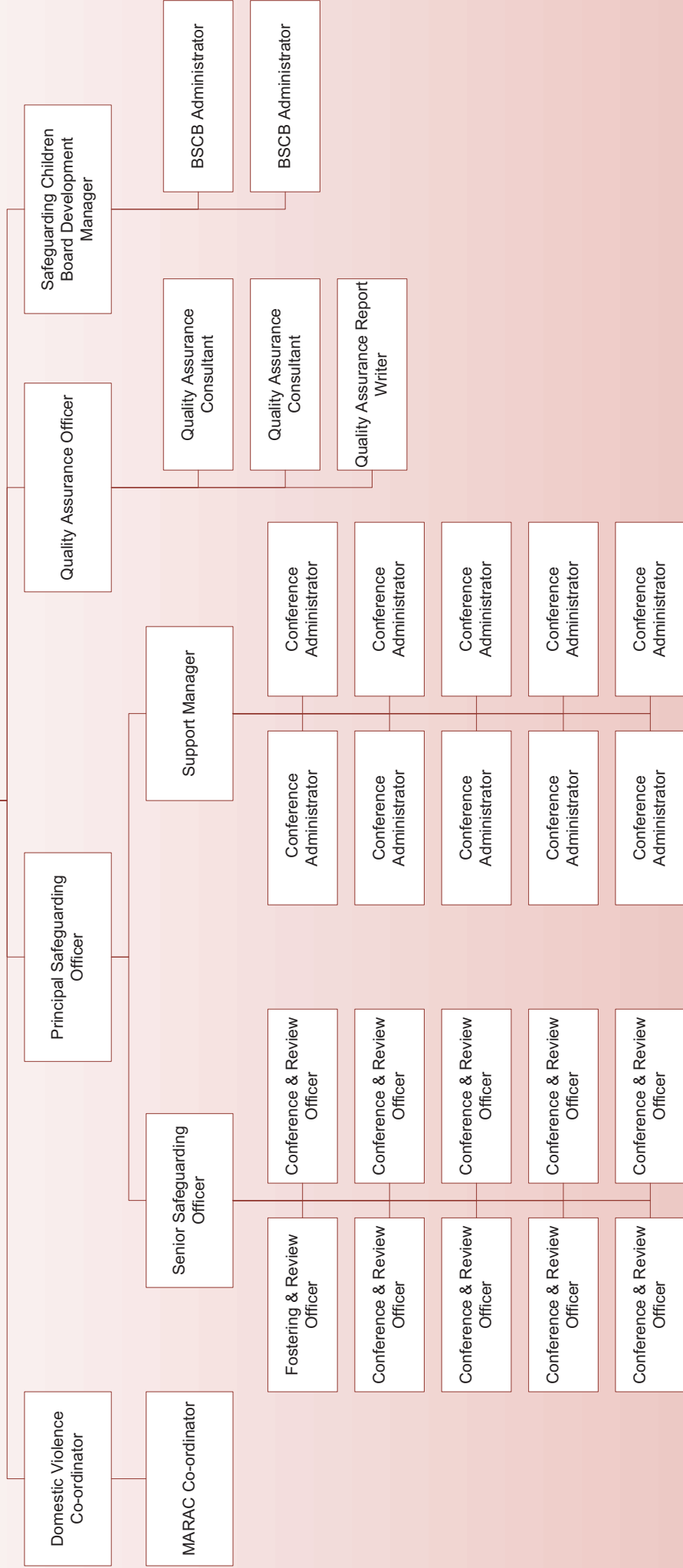
Service Manager – Specialist Resources







Head of Safeguarding & Quality Assurance

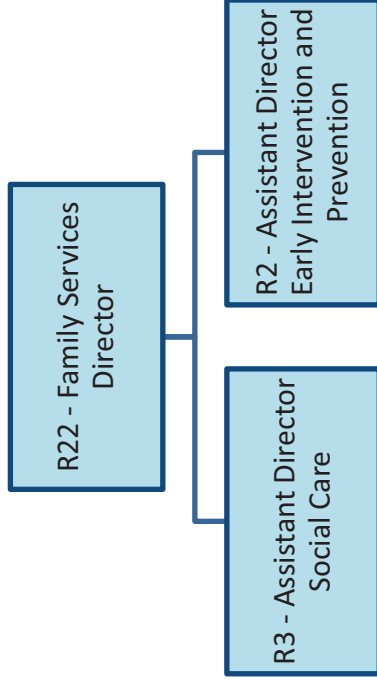


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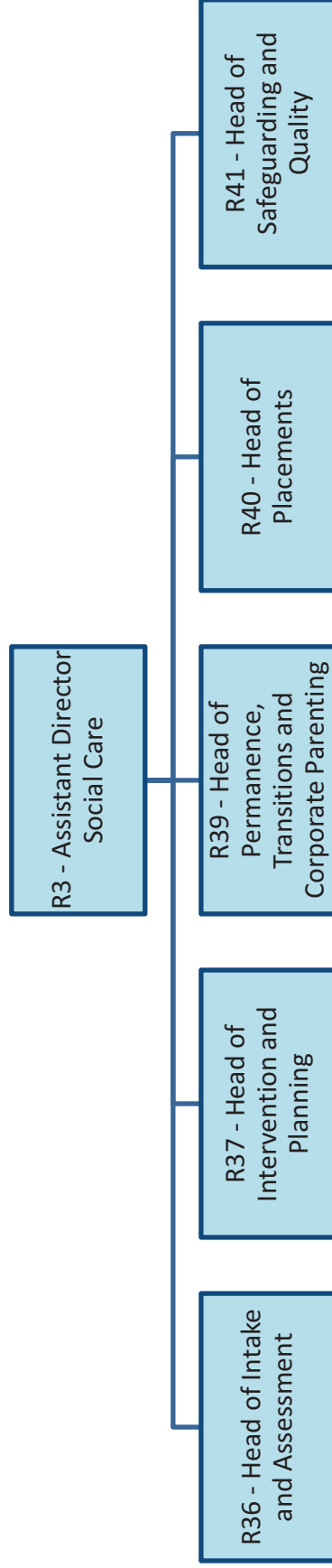
London Borough of Barnet Family Services Proposed Structure for April 2015

Updated 3 November 2014

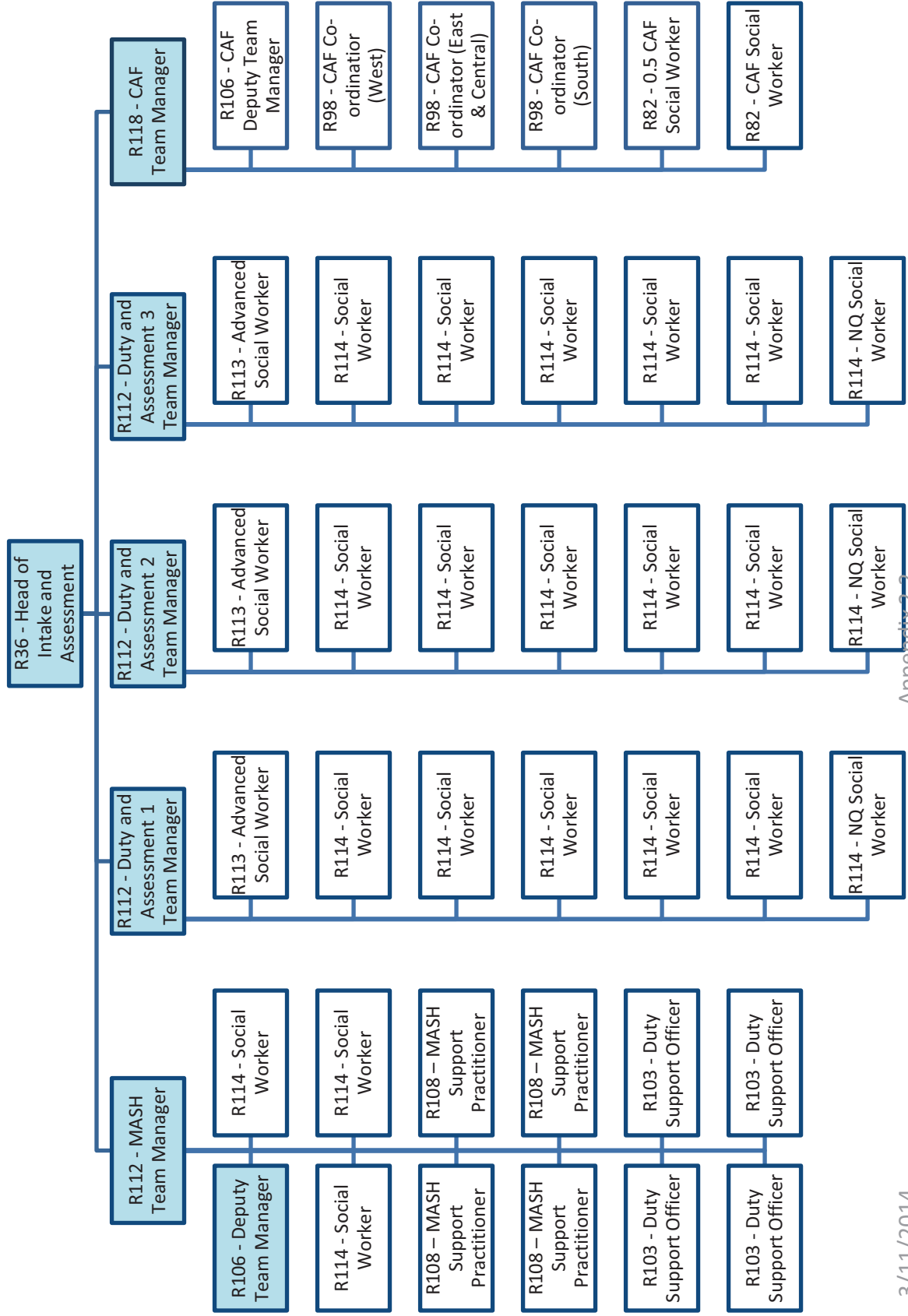
Family Services - Senior Management Team



Social Care - Senior Management Team



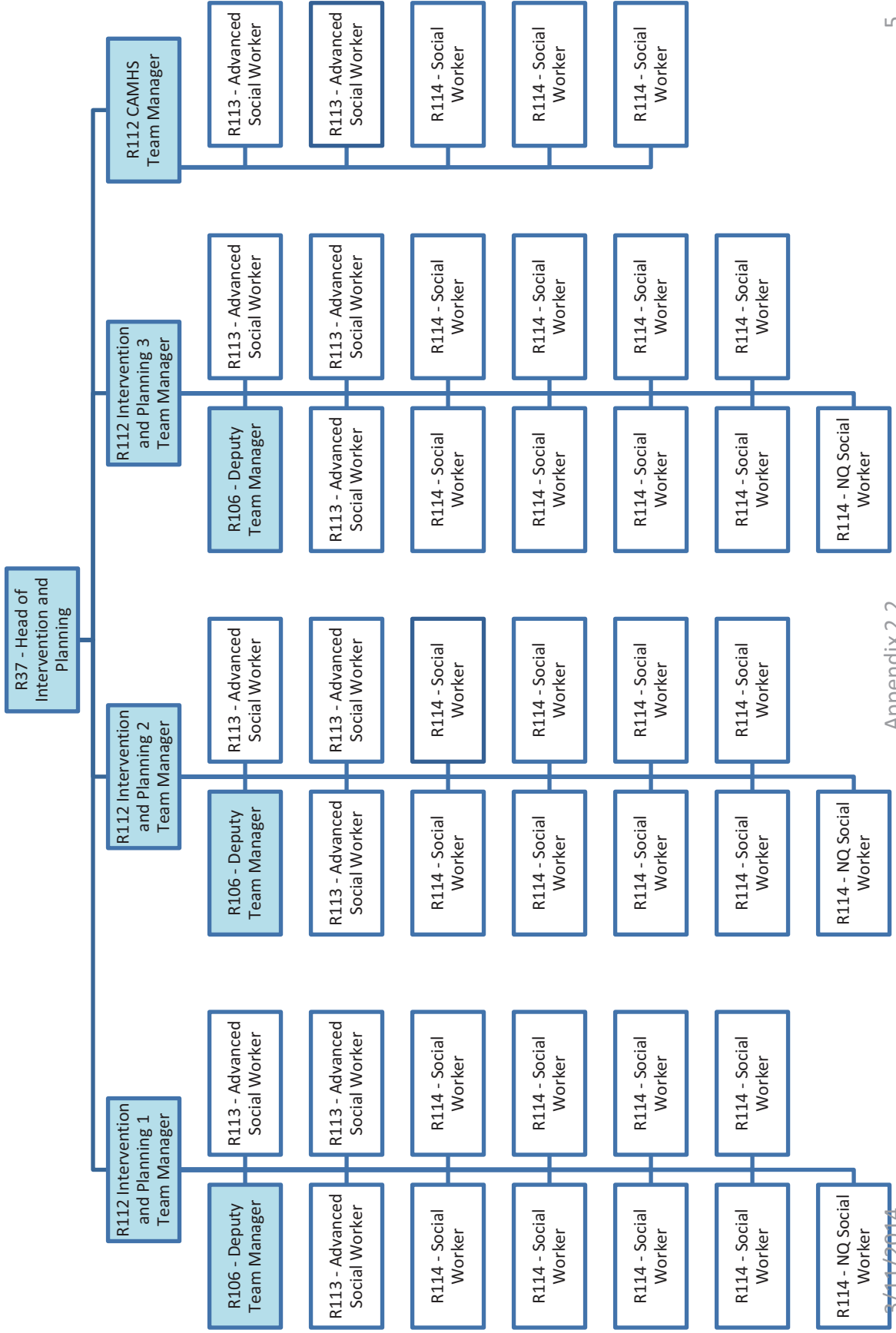
Social Care - Intake and Assessment



Appendix 2-2

3/11/2014

Social Care - Intervention and Planning

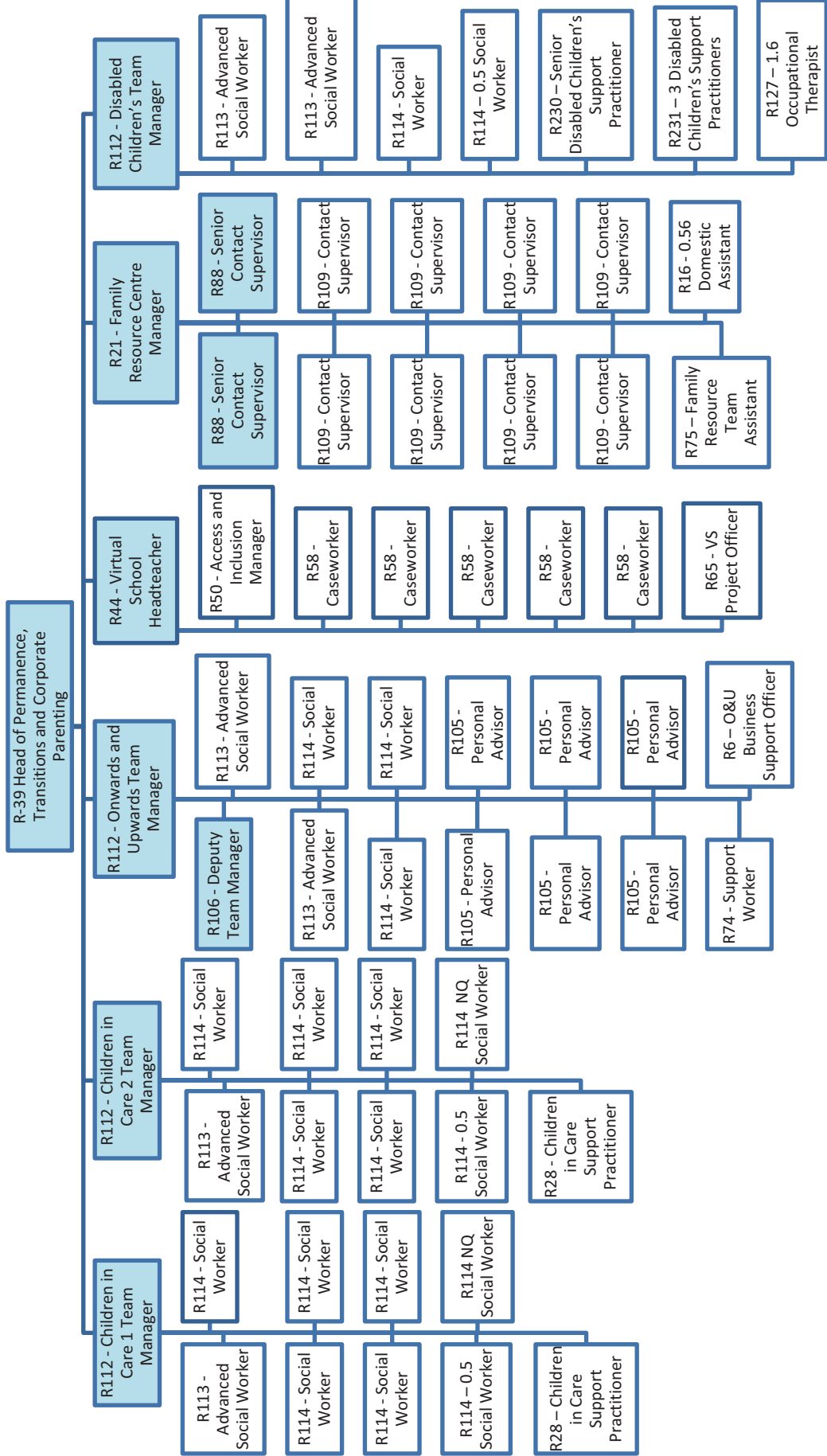


Appendix 2.2

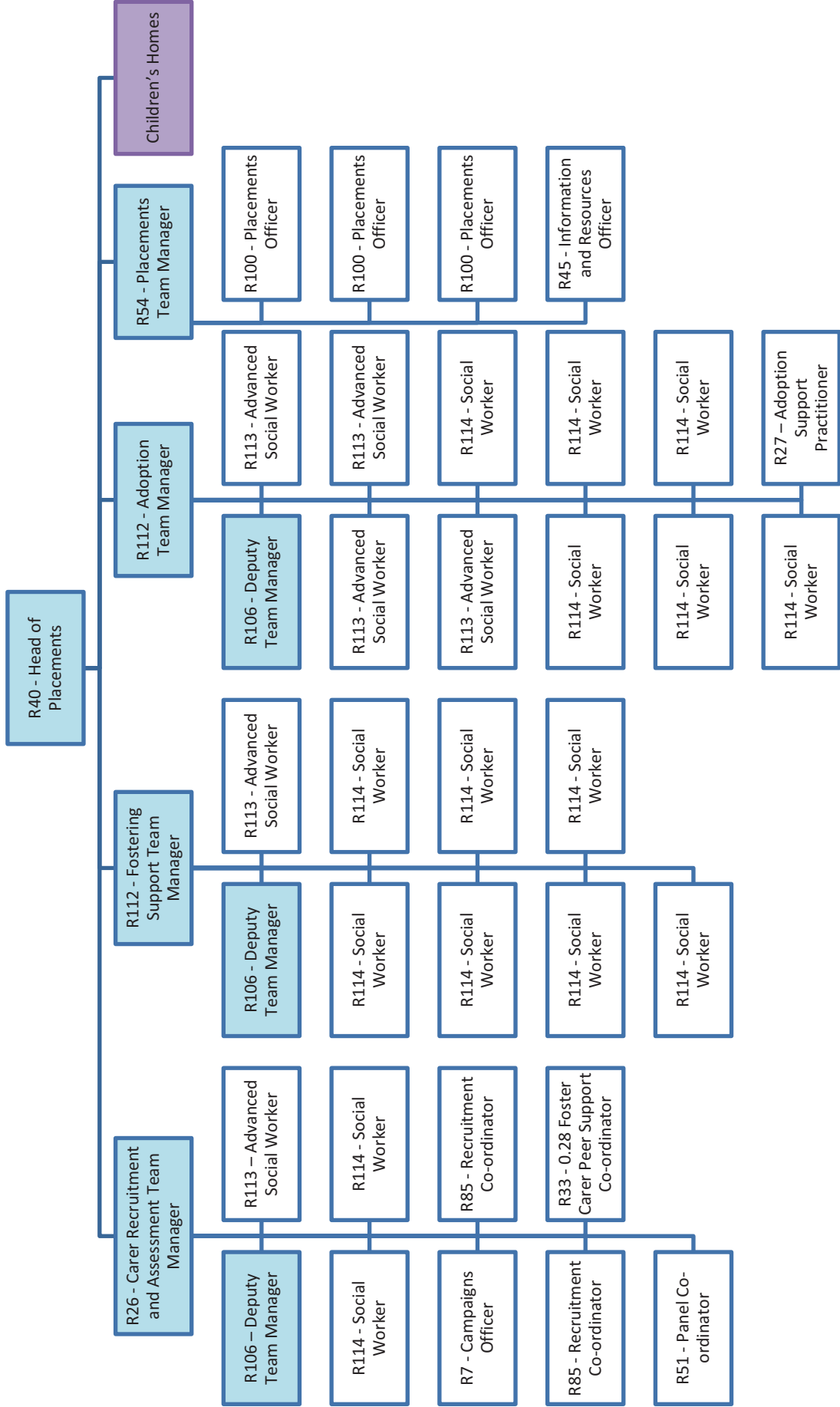
5/11/2014

Social Care – Permanence, Transitions and Corporate Parenting

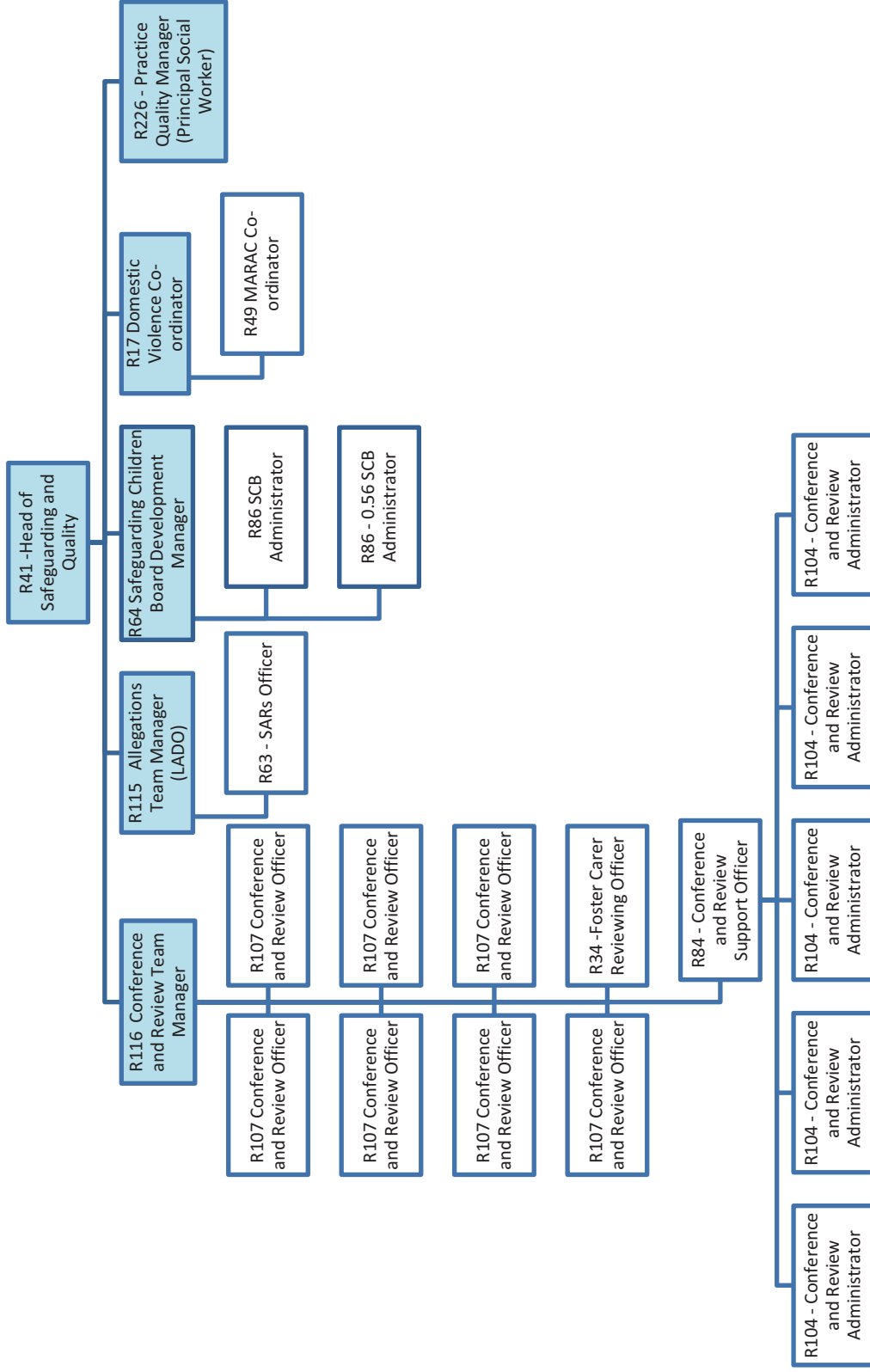
Management role
Out of Scope



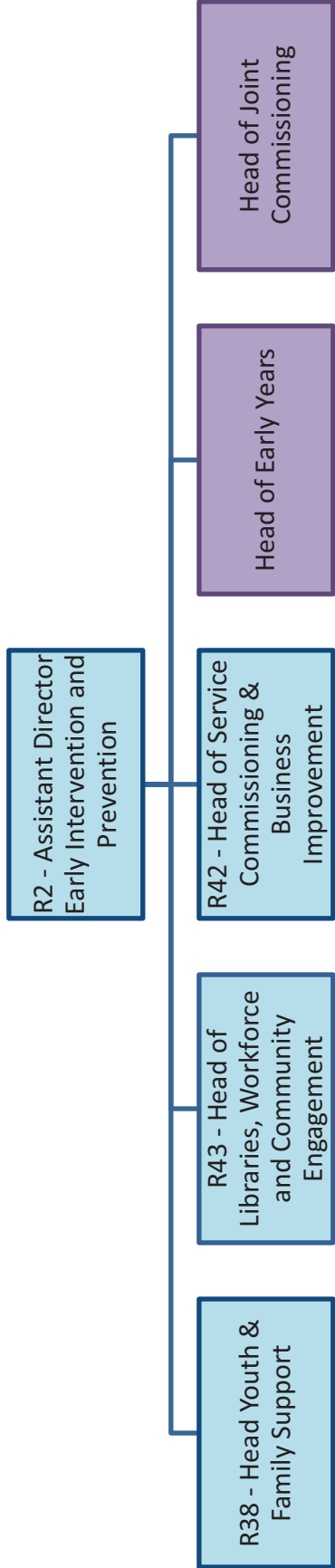
Social Care – Placements



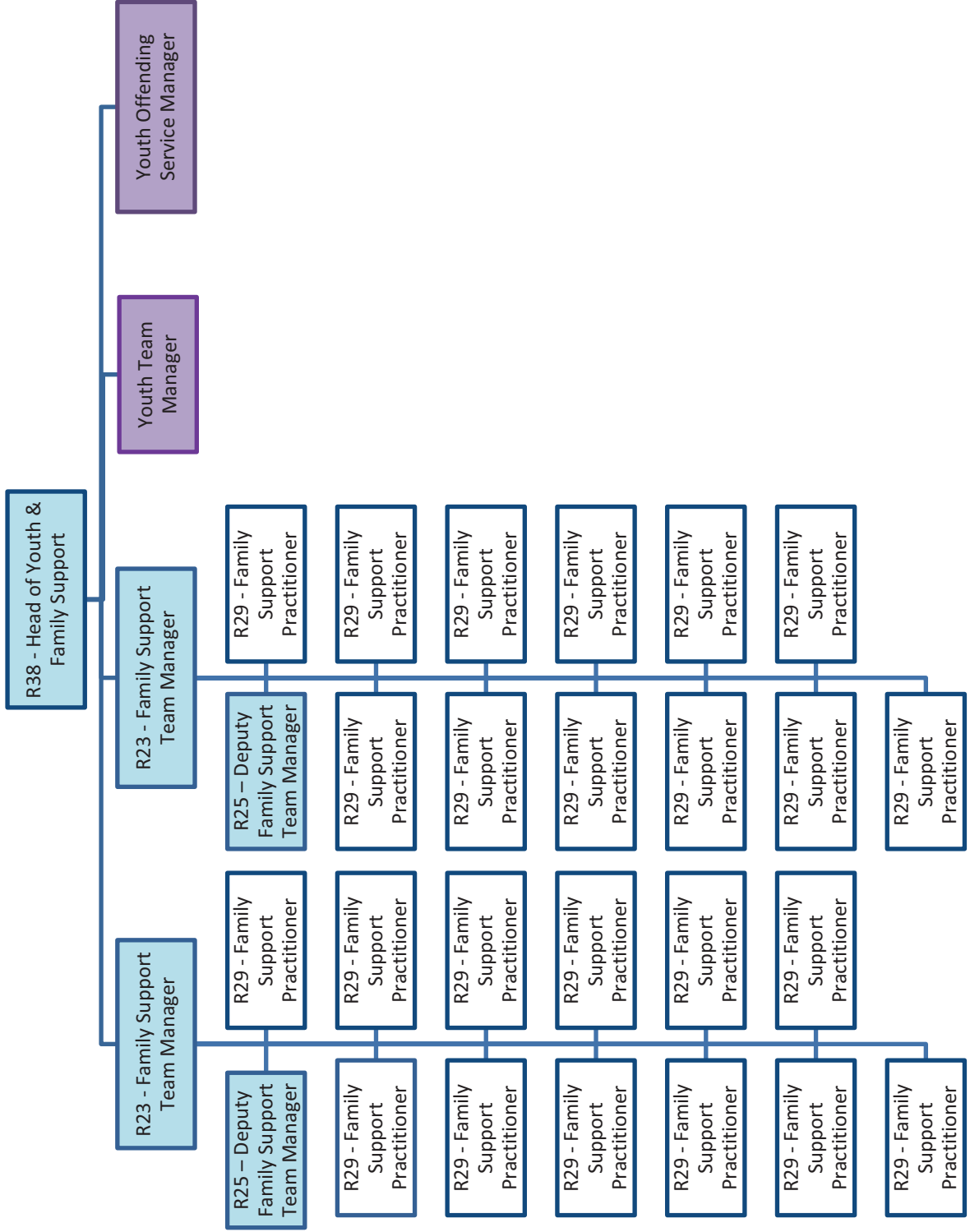
Social Care – Safeguarding and Quality



Early Intervention and Prevention - Senior Management Team

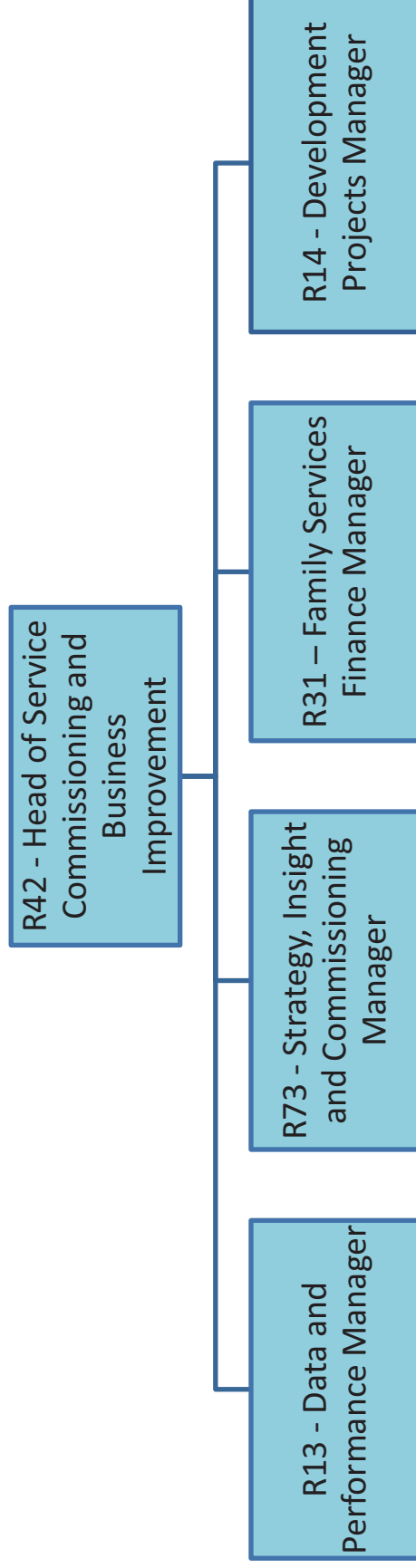


Early Intervention and Prevention – Youth and Family Support

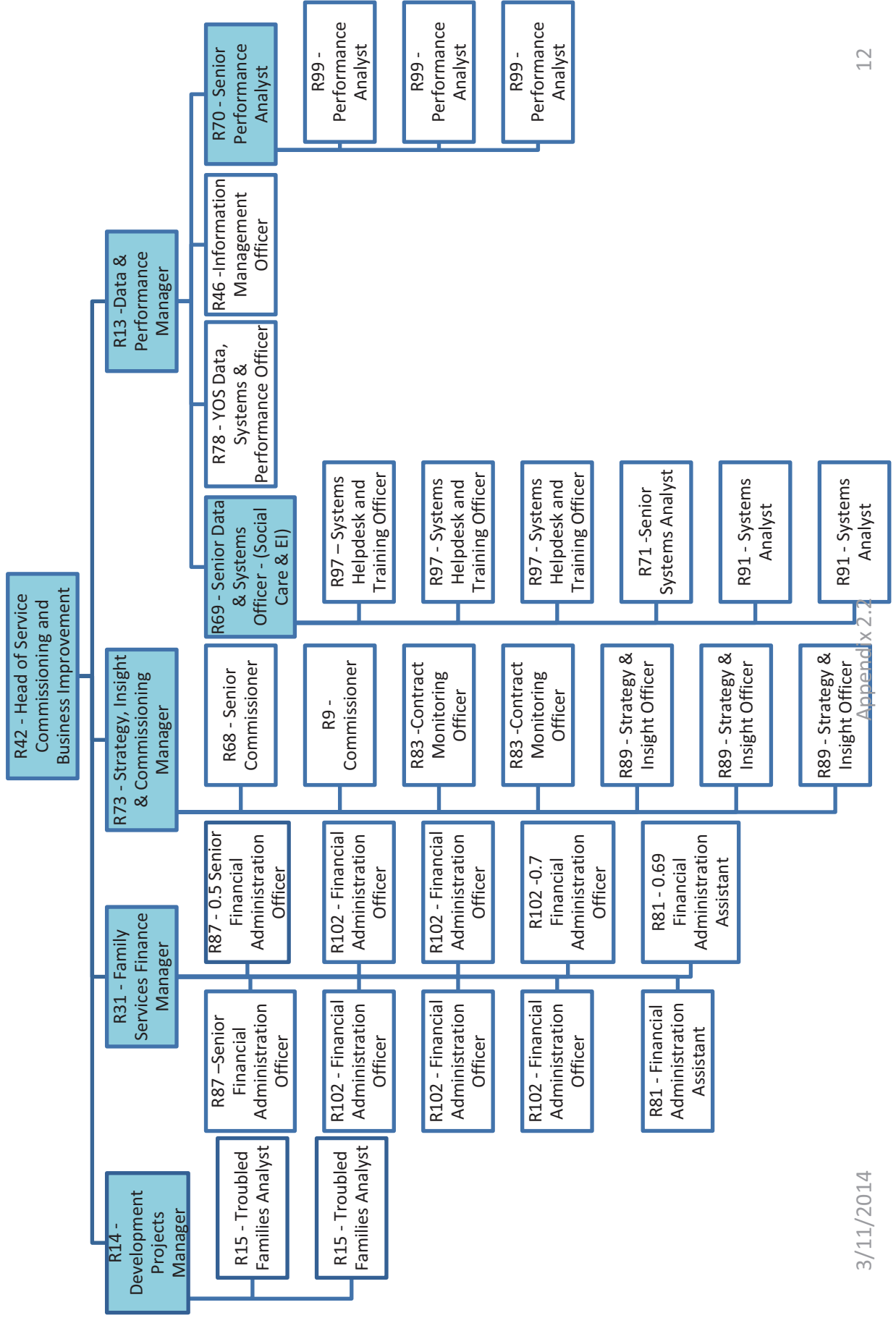


Appendix 2.2

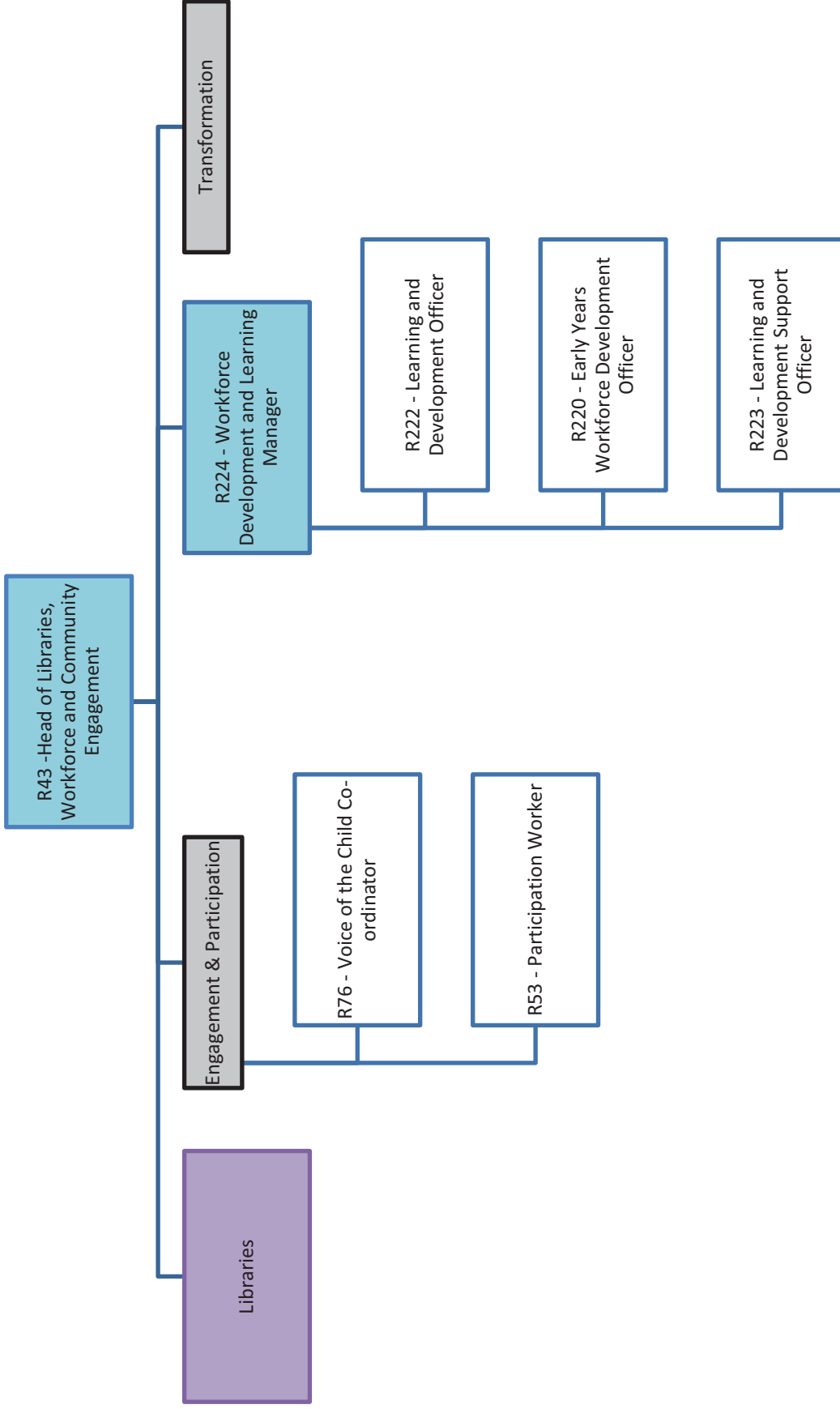
Early Intervention and Prevention – Service Commissioning and Business Improvement Management



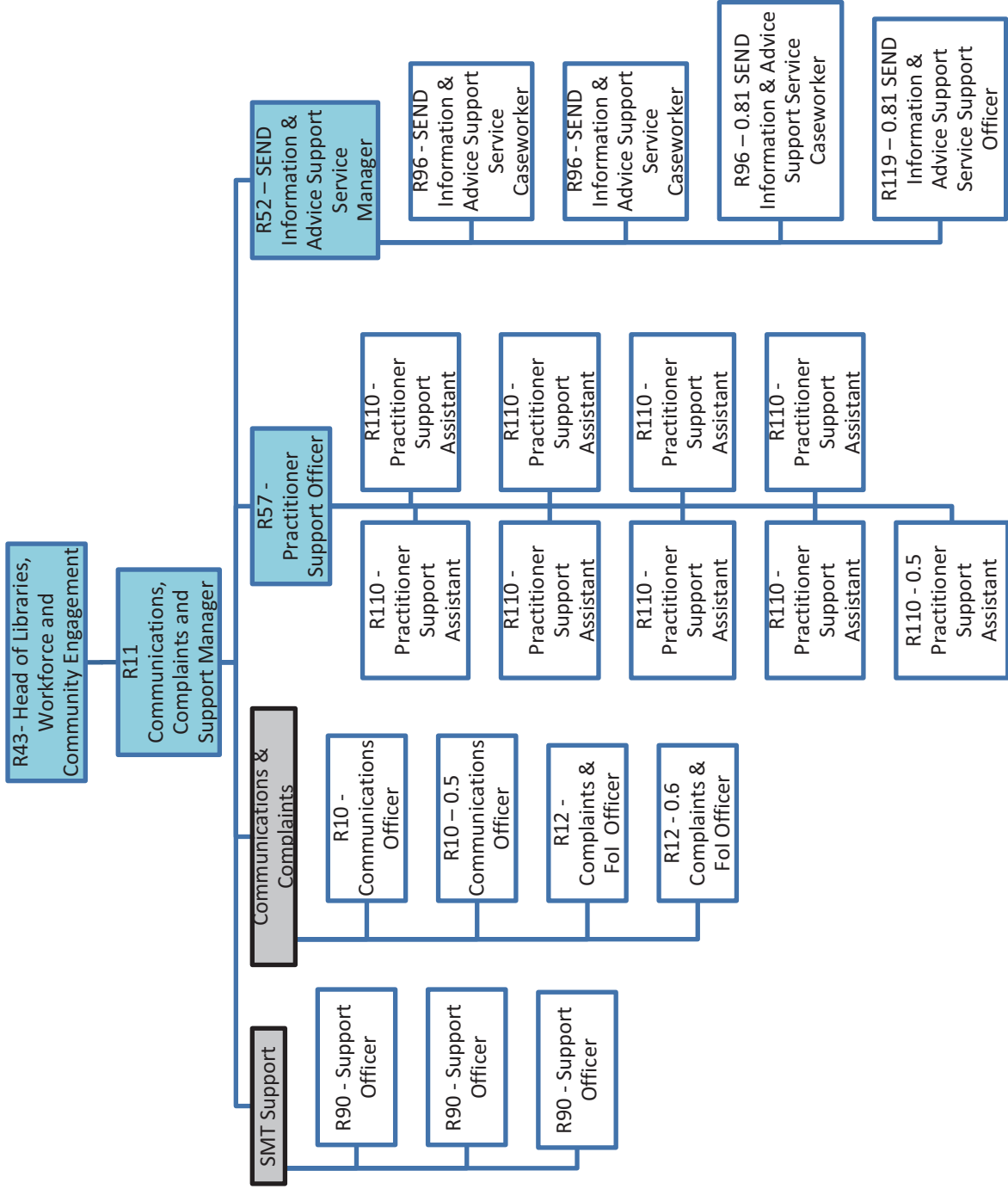
Early Intervention and Prevention – Service Commissioning and Business Improvement



Early Intervention and Prevention – Libraries, Workforce and Community Engagement (1)

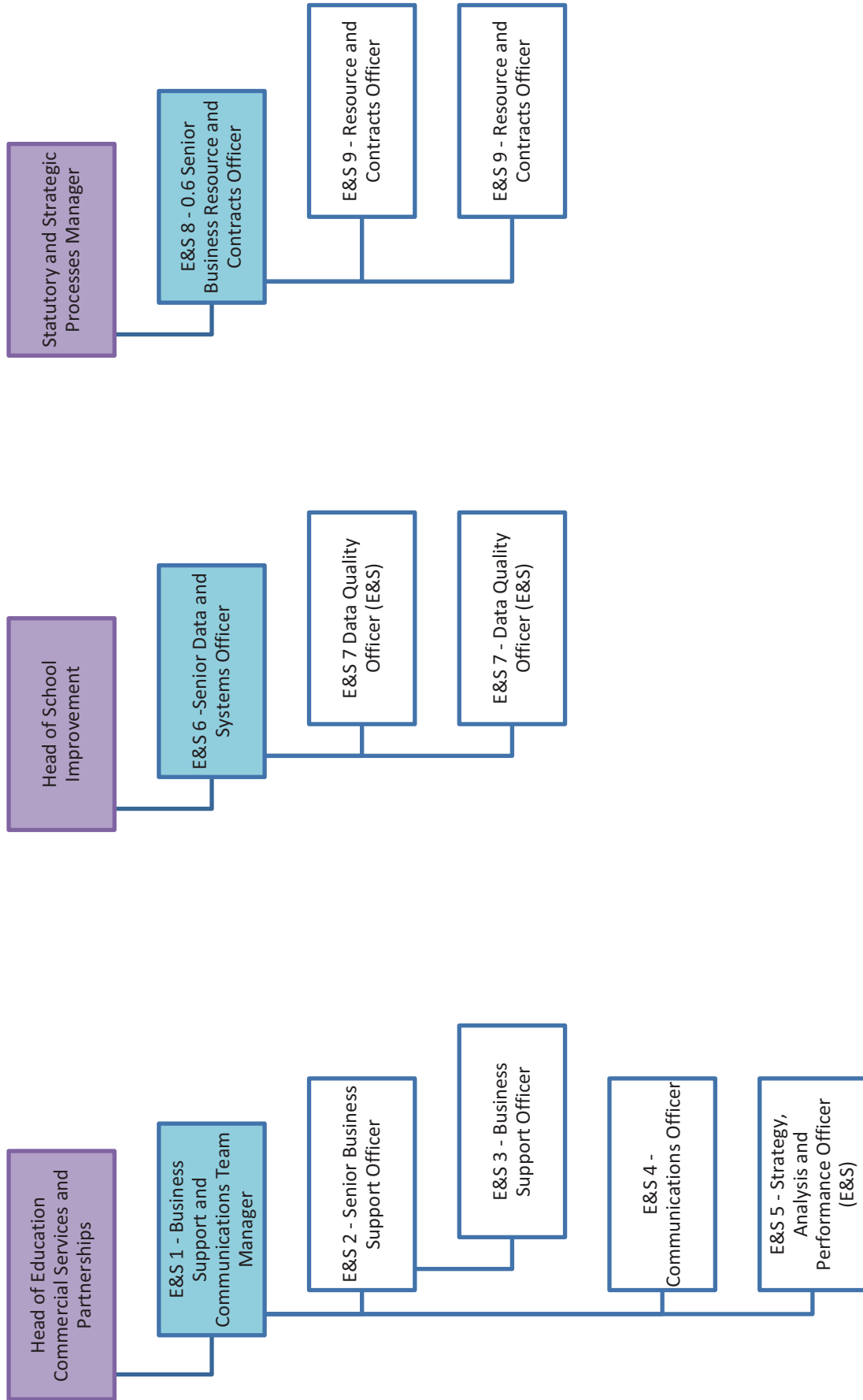


Early Intervention and Prevention – Libraries, Workforce and Community Engagement (2)



Appendix 2.2

Education and Skills Support functions



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Family Services Transformation

Appendix 2.3 – Explanation of responsibilities in proposed structure

3 November 2014

Aims

Our aim: Right structures to deliver best outcomes for children and families with reduced resources

- £2.1m reduction in staffing costs
- Ensure sufficient social workers
- Better integrate social care and early intervention
- Ensure managers closer to frontline delivery
- Ensure staff have appropriate skills through good training and development support and the right IT systems

Key changes

Social care

- No Service Manager posts, but an increase in Heads of Service – so fewer layers of management
- No reductions in frontline social workers so have sufficient capacity
- Strengthening quality assurance function
- Integrating specialist social work teams into delivery
- Creating more sustainable teams by increasing their size
- Creation of more deputy team managers

Early Intervention

- Bringing together non-social work qualified staff from social care, safer families and IFF, (along with youth) into a new Youth and Family Support service to create an integrated offer

Cross cutting

- Transfer out of some business improvement staff to Education & Skills prior to development of new delivery model
- More emphasis on workforce and staff engagement led by Head of Libraries, Workforce and Community Engagement

Key changes

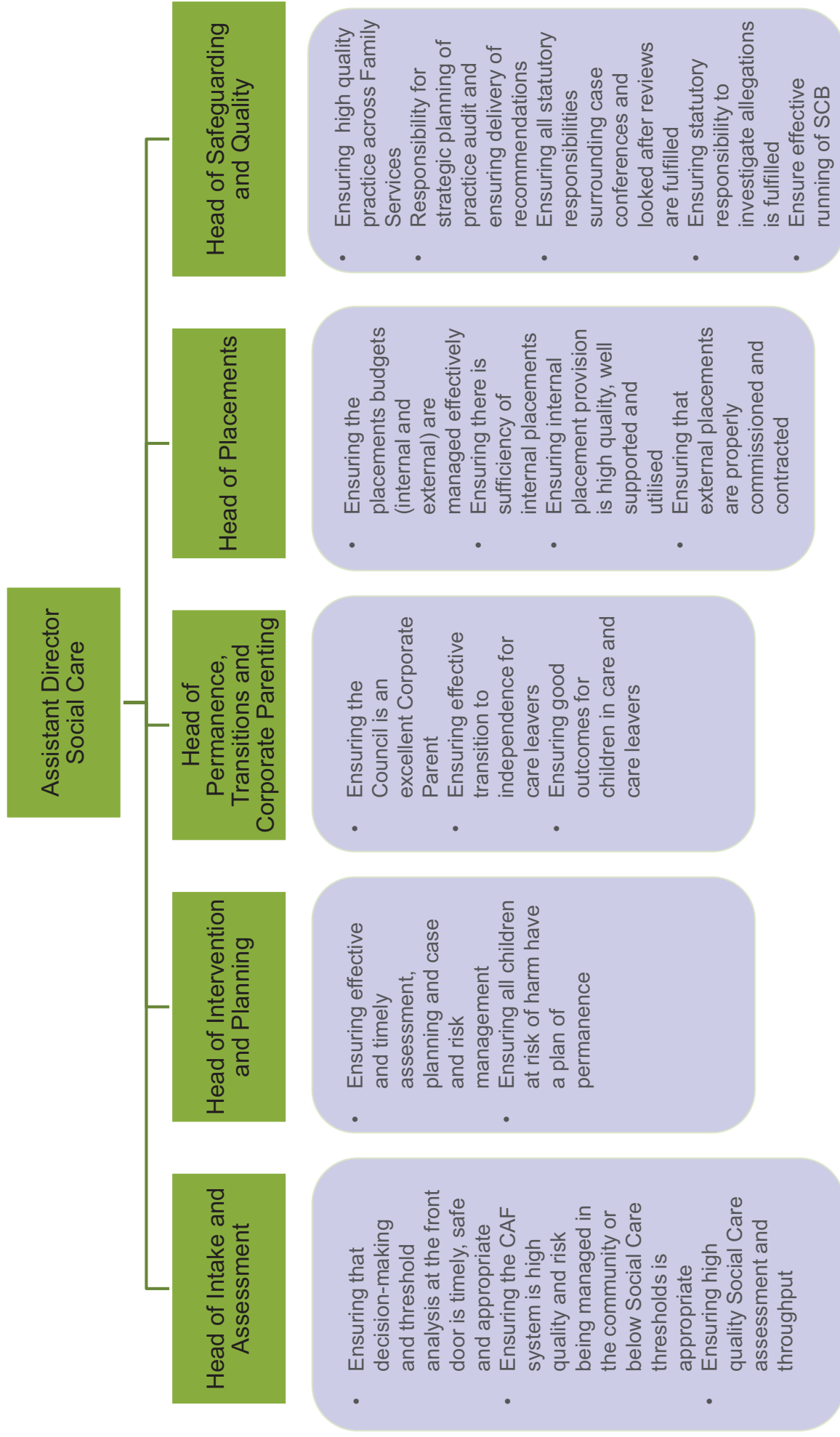
General themes

- Some changes in line management to better align with overall structure
- Some changes in responsibilities between teams to create smoother pathways for our customers
- Increase spans of control and reducing number of different teams so fewer levels of management
- A net reduction of around 28 posts.
- **For many people there will be no or minimal change**

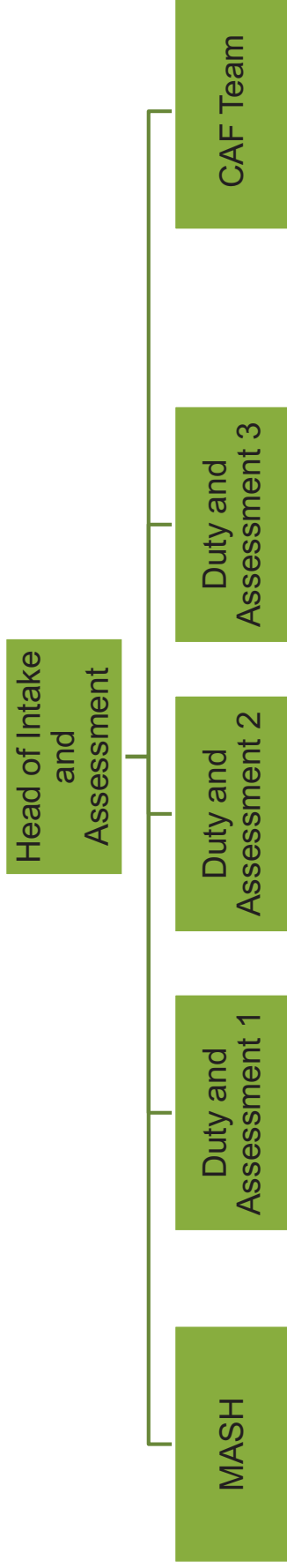
1. Summary of Recommendations – Social Care

- De-layering of management
- More appropriate spans of control for team managers (supported by Deputy Team Managers)
- Create balanced teams of advanced social workers through to newly qualified social workers
- Over the next 2/3 years increased investment in posts for fostering service
- Frontline workforce requirements based on analysis of cohort of children and families to maintain a safe service
- Investment in quality to drive up practice standards
- Change of use of non-social work qualified workers (except for very specific tasks)

1. Proposed Responsibilities – Social Care

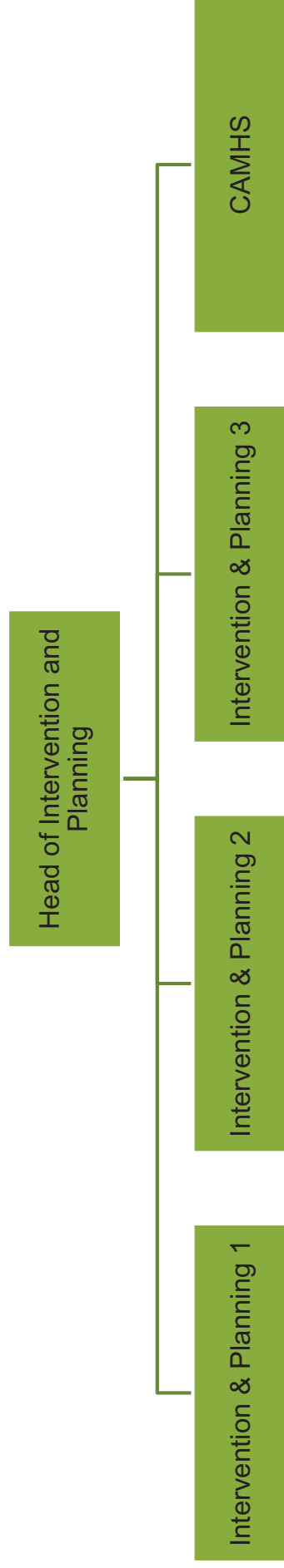


1. Proposed: Intake & Assessment



<ul style="list-style-type: none"> • 1 Manager • 1 Deputy Manager • 3 Social Workers • 4 MASH Support Practitioners • 4 Duty Support Officers 	<ul style="list-style-type: none"> • 1 Manager • 1 Advanced Social Worker • 5 Social Workers • 1 AYSE/yr2 Social Worker 	<ul style="list-style-type: none"> • 1 Manager • 1 Advanced Social Worker • 5 Social Workers • 1 AYSE/yr2 Social Worker 	<ul style="list-style-type: none"> • 1 Manager • 1 Advanced Social Worker • 5 Social Workers • 1 AYSE/yr2 Social Worker 	<ul style="list-style-type: none"> • 1 Manager (SW qualified) • 1 CAF Deputy Team Manager • 3 CAF Co-ordinators • 1.5 CAF Social Workers
<ul style="list-style-type: none"> • Identification of outcome on all contacts and threshold for assessment • Multi-agency information gathering and risk assessment 	<ul style="list-style-type: none"> • Initial assessment of eligibility for Social Care • S47 Enquiries • Emergency applications to court • Transfer across at: <ul style="list-style-type: none"> • Completion of initial single assessment (~10 days) and CIN Plan • ICPCC • S20 LAC within 1 week of BLA • 1st ICO hearing for LAC/potential LAC • Agreement on S7/S37 report • Private Fostering once assessment complete 	<ul style="list-style-type: none"> • Identification of threshold / complexity for CAF assessments • Identification of Lead Professionals • Support for Lead Professionals in completing and managing CAFs • Receipt of Step-down cases from Social Care and entry into CAF system • Commissioning/approving intervention services 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> • Removal of all non-social work qualified workers (to EI&P) • Addition of one social worker per team • Transfer out earlier on CIN and CP • Managers to each have a specialism (e.g. Asylum Seekers, Southwark and Housing issues) 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> • Enhanced responsibility to identify lead professionals and allocate responsibility • Key role in management of risk in cases below Social Care Thresholds and supporting escalation • Removal of line management responsibility for Safer Families • Removal of Multi-agency Co-ordinators and replaced with CAF Co-ordinators

1. Proposed: Intervention & Planning



<ul style="list-style-type: none"> • 1 Manager • 1 Deputy Manager • 3 Advanced Social Workers • 8 Social Workers • 1 AYSE/Yr 2 	<ul style="list-style-type: none"> • 1 Manager • 1 Deputy Manager • 3 Advanced Social Workers • 8 Social Workers • 1 AYSE/Yr 2 	<ul style="list-style-type: none"> • 1 Manager • 1 Deputy Manager • 3 Advanced Social Workers • 8 Social Workers • 1 AYSE/Yr 2 	<ul style="list-style-type: none"> • 1 Manager • 2 Advanced Social Workers • 3 Social Workers
<ul style="list-style-type: none"> • All active CIN – assessed as in need by DAT and requiring intervention under a CIN Plan • All active CP – if S47 completed by DAT transferred in at ICPC • PLO • Care Proceedings • All LAC where the plan is to return home • All LAC for whom the permanence plan and legal status is not final • Transfer across at final hearing for LAC (except for Adoption on a case by case basis) 			
<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> • New teams with revised responsibilities • Removal of all non-social work qualified workers (to EI&P) • Team sizes based on expected caseload • Responsible for all active CIN, CP and non-permanent LAC – based on current cohort approximately 480 children • One of the team managers to have a specialism in Hospital/Pre-birth work 			
<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> • Administrator transferred to Practitioner Support Team 			

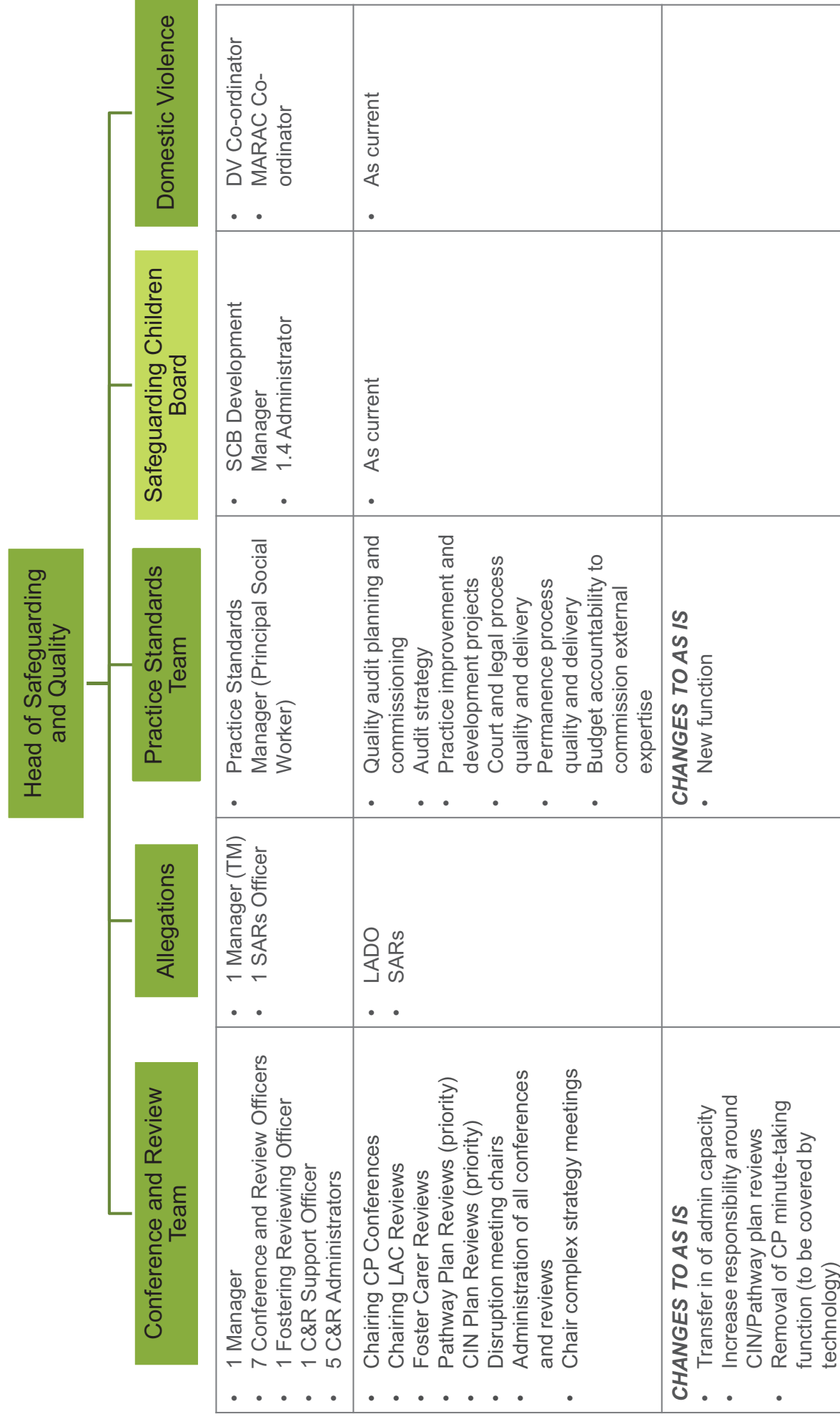
1. Proposed: Permanence, Transitions and Corporate Parenting

Head of Permanence, Transitions and Corporate Parenting					
Children in Care Team 1	Children in Care Team 2	Onwards & Upwards	Virtual School	Family Resource Centre	Disabled Children's Team
<ul style="list-style-type: none"> 1 Manager 1 Advanced Social Workers 5.5 Social Workers 1 AYSE/Yr2 1 Children in Care Support Practitioner 	<ul style="list-style-type: none"> 1 Manager 1 Advanced Social Workers 5.5 Social Workers 1 AYSE/Yr2 1 Children in Care Support Practitioner 	<ul style="list-style-type: none"> 1 Manager 1 Deputy Manager 2 Advanced Social Workers 3 Social Workers 6 Personal Advisors 1 Support Worker 1 Support Officer 	<ul style="list-style-type: none"> Headteacher Access and Inclusion Manager 5 Caseholders VS Project Officer 	<ul style="list-style-type: none"> 1 Manager 2 Senior Contact Supervisor 8 Contact Supervisors 1 Team Assistant 0.56 Domestic Assistant 	<ul style="list-style-type: none"> 1 Manager 2 Advanced Social Workers 1.5 Social Workers 1 Senior Disabled Children's Support Practitioner 3 Disabled Children's Support Practitioners 1.6 Occupational Therapists
<ul style="list-style-type: none"> Ensuring stability and good outcomes for all LAC with an approved plan for permanence that is not to return home including pathway planning (~150 children) Lifactory work -1 Children in Care Support Practitioners Transfer in at final hearing Private Fostering (where child is not in need) 	<ul style="list-style-type: none"> Working with Leaving Care clients to ensure good outcomes and an effective transition to independence Implementation and review of Pathway Plans Transfer in at 17.75 	<ul style="list-style-type: none"> Ensuring proper education planning and outcomes for LAC Oversight of health planning and outcomes for LAC 	<ul style="list-style-type: none"> Supervision of all contact arrangements for LAC as required by courts and Care Plans 	<ul style="list-style-type: none"> Responsibilities as current for Disabled Children's Social Work Team, Occupational Therapists and Shortbreaks Team 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> Responsibilities for permanent LAC as in current CiC teams Private Fostering responsibility transferred from Kinship & Permanence
<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> Removal of Contact Co-ordinator Removal of 0.5FTE Contact Supervisor Addition of 1 FTE Senior Contact Supervisor Removal of Deputy Team Manager 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> Transfer of participation responsibilities to E&P Team fundamentally reconfigured 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> Team structure changed to increase non-social work capacity Only those cases requiring a social worker will now have an allocated social worker 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> Removal of Contact Co-ordinator Removal of 0.5FTE Contact Supervisor Addition of 1 FTE Senior Contact Supervisor Removal of Deputy Team Manager 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> Removal of Contact Co-ordinator Removal of 0.5FTE Contact Supervisor Addition of 1 FTE Senior Contact Supervisor Removal of Deputy Team Manager 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> Removal of Contact Co-ordinator Removal of 0.5FTE Contact Supervisor Addition of 1 FTE Senior Contact Supervisor Removal of Deputy Team Manager

1. Proposed: Placements

Head of Placements				
Carer Recruitment Team	Fostering Support Team	Adoption Team	Placements Team	Children's Homes
<ul style="list-style-type: none"> 1 Manager 1 Deputy Team Manager 1 Advanced Social Worker 2 Social Workers 0.28 Foster Carer Peer Support 1 Campaign Officer 2 Recruitment Co-ordinators 1 Panel Co-ordinator 	<ul style="list-style-type: none"> 1 Manager 1 Deputy Team Manager 1 Advanced Social Worker 7 Social Workers 	<ul style="list-style-type: none"> 1 Manager 1 Deputy Team Manager 4 Advanced Social Workers 6 Social Workers 1 Adoption Support Practitioner 	<ul style="list-style-type: none"> 1 Manager 3 Placements Officers 1 Information & Resources Officer 	<ul style="list-style-type: none"> Out of scope
<ul style="list-style-type: none"> Recruitment of foster and adoptive carers Assessment and approval of foster carers Oversight of Adoptive Carer assessment Interface and liaison with consortium Assessment and approval of Kinship Carers 	<ul style="list-style-type: none"> Supporting and developing internal foster carers (85 currently) Ensuring effective utilisation rates for internal foster carers Supporting Kinship carers (21 currently) 	<ul style="list-style-type: none"> Assessment (stages 1 and 2) of prospective Adoptive Carers Support for approved Adoptive Carers Family Finding and matching for children placed for adoption and long-term fostering Child finding for approved adopters Post-adoption, SGO support and Review 	<ul style="list-style-type: none"> Identification of suitable placements for LAC based on the needs of LAC in line with placements commissioning strategy Brokering in-house fostering Commissioning and monitoring of contracts for external placements Market analysis 	<ul style="list-style-type: none"> Out of scope
<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> Addition of responsibility to oversee adoptive carer recruitment and approval Addition of responsibility for kinship carer approval Assessments completed both in-house and by ISWs 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> Merger of responsibility for approved foster and kinship carers 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> Removal of responsibility to oversee adoptive carer recruitment and assessment 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> Senior Placements Officer upgraded to Team Manager Removal of responsibility for all non-placement type activity e.g. Translation and Interpretation 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> No changes

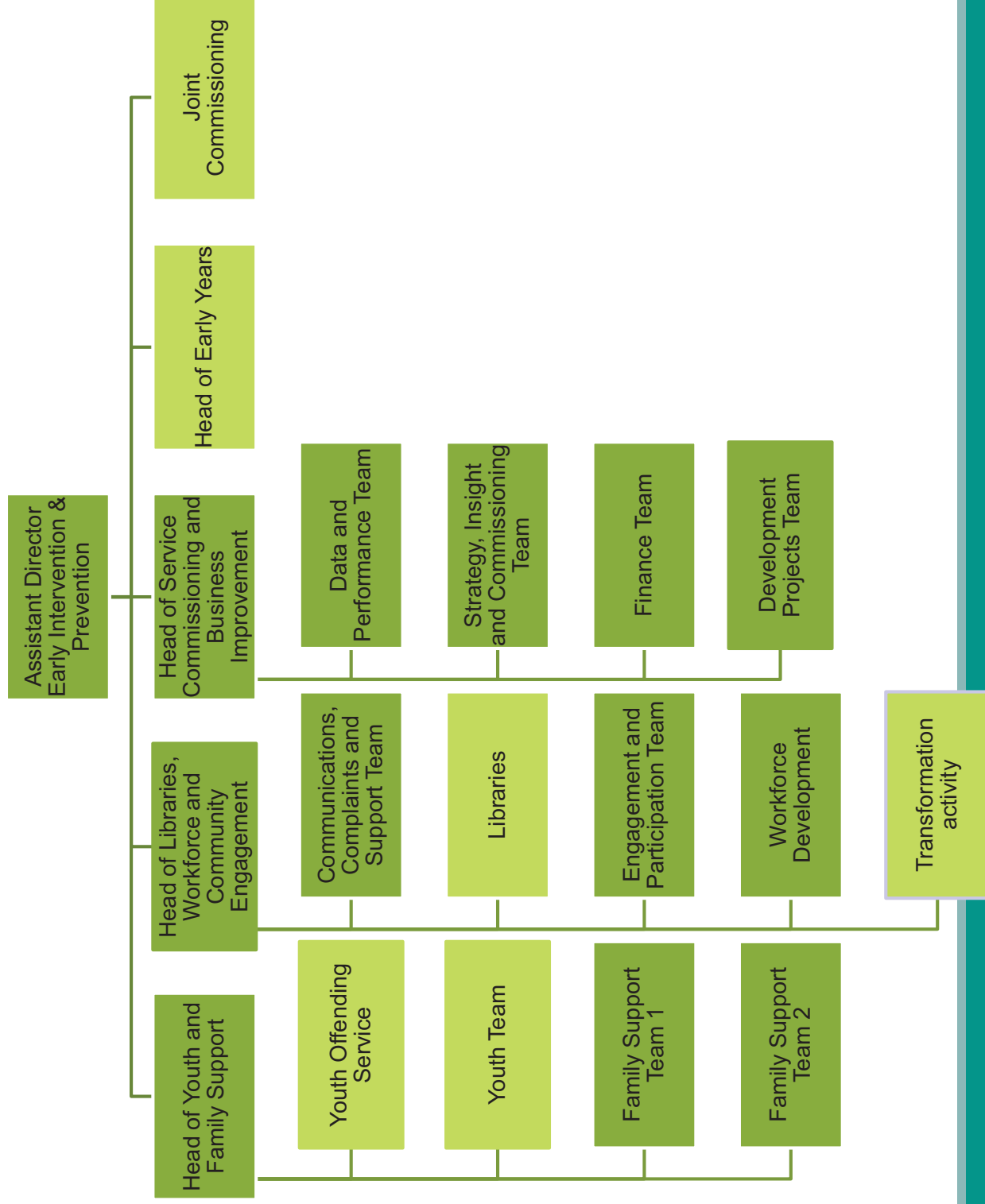
1. Proposed: Safeguarding and Quality



2. Summary of Recommendations – EIP (excluding SC&BI)

- 1. New Head of Service for Libraries, Workforce and Community Engagement**
 - Brings together workforce development, communications/complaints, business support and libraries
- 2. New Youth and Family Support Service**
 - Brings together youth and family support services under one Head of Service
 - ‘Family Support Teams’: Brings together non-social work qualified workers from Social Care, Safer Families and IFF to create an integrated support offer to families
 - Early Intervention focus, but will also provide interventions for Social Care and Youth Offending clients
 - Model will make significant savings through reduction in posts

2. Proposed structure: EI&P



2. Proposed: EI&P – Youth and Family Support Service

Head of Youth and Family Support



<ul style="list-style-type: none"> • As-is structure and budget • 12.5 FTE 	<ul style="list-style-type: none"> • Each team to include: <ul style="list-style-type: none"> • 1 Family Support Team Manager • 1 Deputy Family Support Team Manager • 12 Family Support Practitioners • 28 FTE in total across the two teams 	<ul style="list-style-type: none"> • As-is establishment and budget (Youth Team out of scope)
<ul style="list-style-type: none"> • Responsibilities as current 	<ul style="list-style-type: none"> • New service focussing on Early Intervention and delivering specific interventions commissioned by Social Care and Youth offending • All interventions from these teams to be commissioned from a plan • To include scope to be the Lead Professional on a case 	<ul style="list-style-type: none"> • Youth Service as is • Review of ways of working to ensure integration with Family Support Services

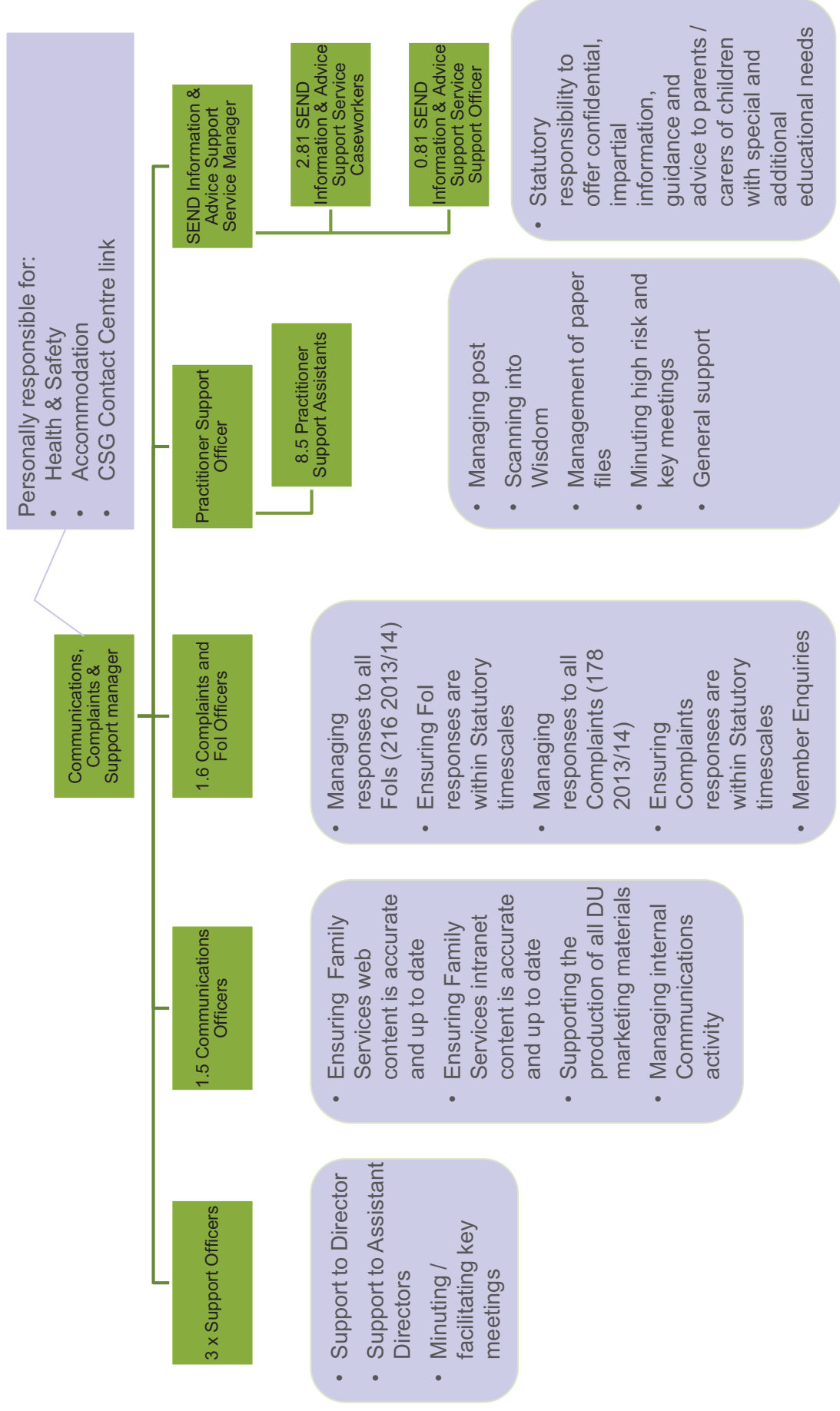
2. Proposed: EI&P Libraries, Workforce and Community Engagement

Head of Libraries,
Workforce and
Community
Engagement



<ul style="list-style-type: none"> As-is structure and budget 	<ul style="list-style-type: none"> See next slide 	<ul style="list-style-type: none"> Current establishment 2FTE 	<ul style="list-style-type: none"> Workforce Development and Learning Manager Learning and Development Officer Early Years Workforce Development Officer Workforce Development Support Officer 	<ul style="list-style-type: none"> Commissioned Transformation activity delivered by CSG
<ul style="list-style-type: none"> Complaints Communication CSG Contact Centre linkage Consultation FoI Business Continuity SENDIASS Health & Safety Accommodation / facilities Business Support to FS SMT 	<ul style="list-style-type: none"> Brings together responsibilities currently devolved within Corporate Parenting and Youth and Communities 	<ul style="list-style-type: none"> Workforce Strategy Training Commissioning Training administration Workforce data Sickness management Recruitment and retention strategy and campaigns Equalities Reduction on one post as contribution to overarching DU savings target 		

2. Proposed: Libraries, Workforce and Community Engagement – Communications, Complaints and Support Team

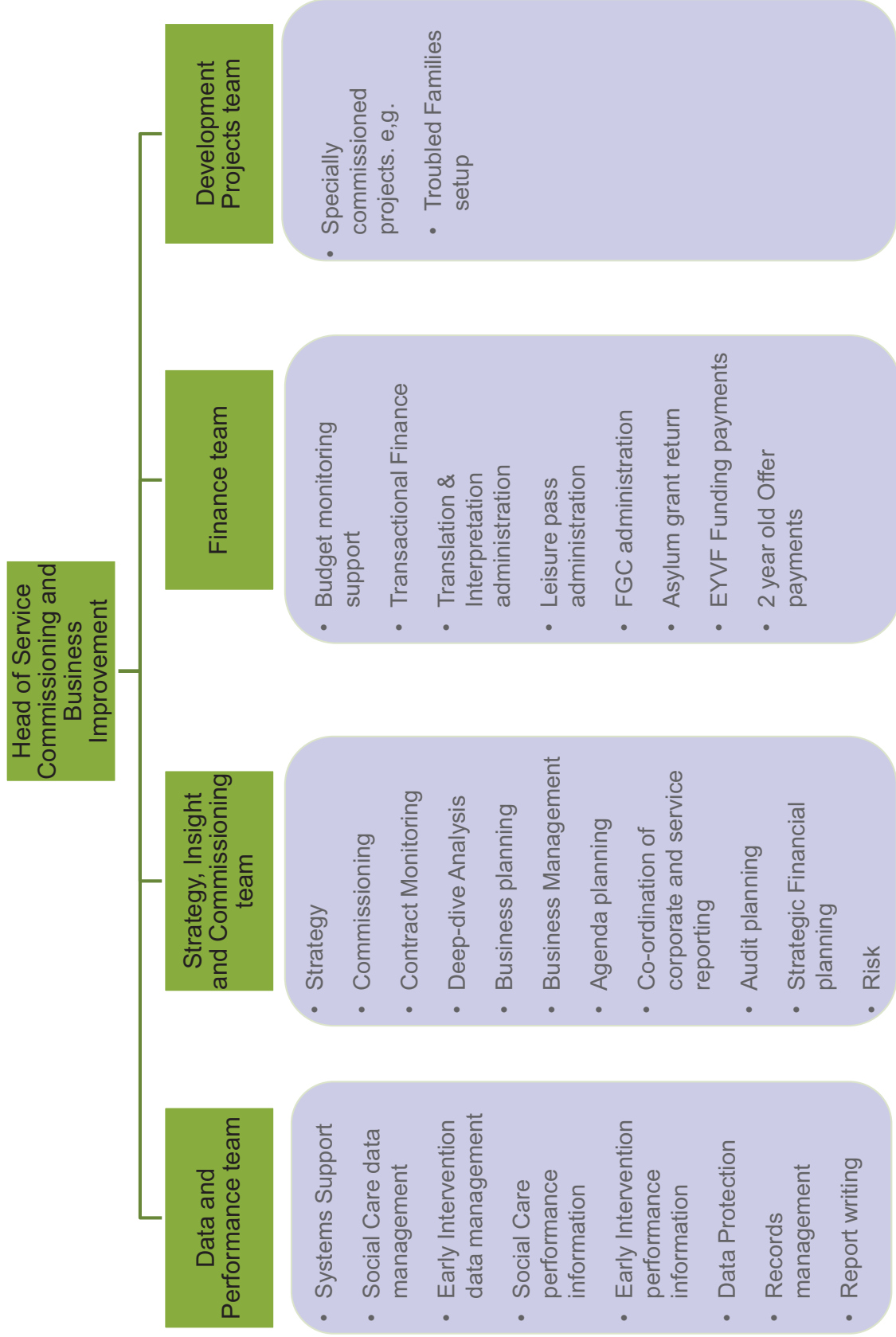


3. Summary of Recommendations – SC&BI

- Joining performance with data systems to help strengthen reporting on data, and realigning roles to support the new IS systems
- Bringing together the complimentary areas of strategy, insight and commissioning
- Developing specialisms across performance and strategy & insight so that Heads of Service have key 'go to' people
- Creating development projects team to focus on time-limited & specialist projects
- Taking on new responsibilities, and capacity, for finance support
- Moving communications, complaints and support to Head of Libraries, Workforce and Community Engagement so that communications and workforce development are better aligned
- Transferring Education and Skills functions across data and systems, finance, support, communications and strategy, to the E&S Delivery Unit

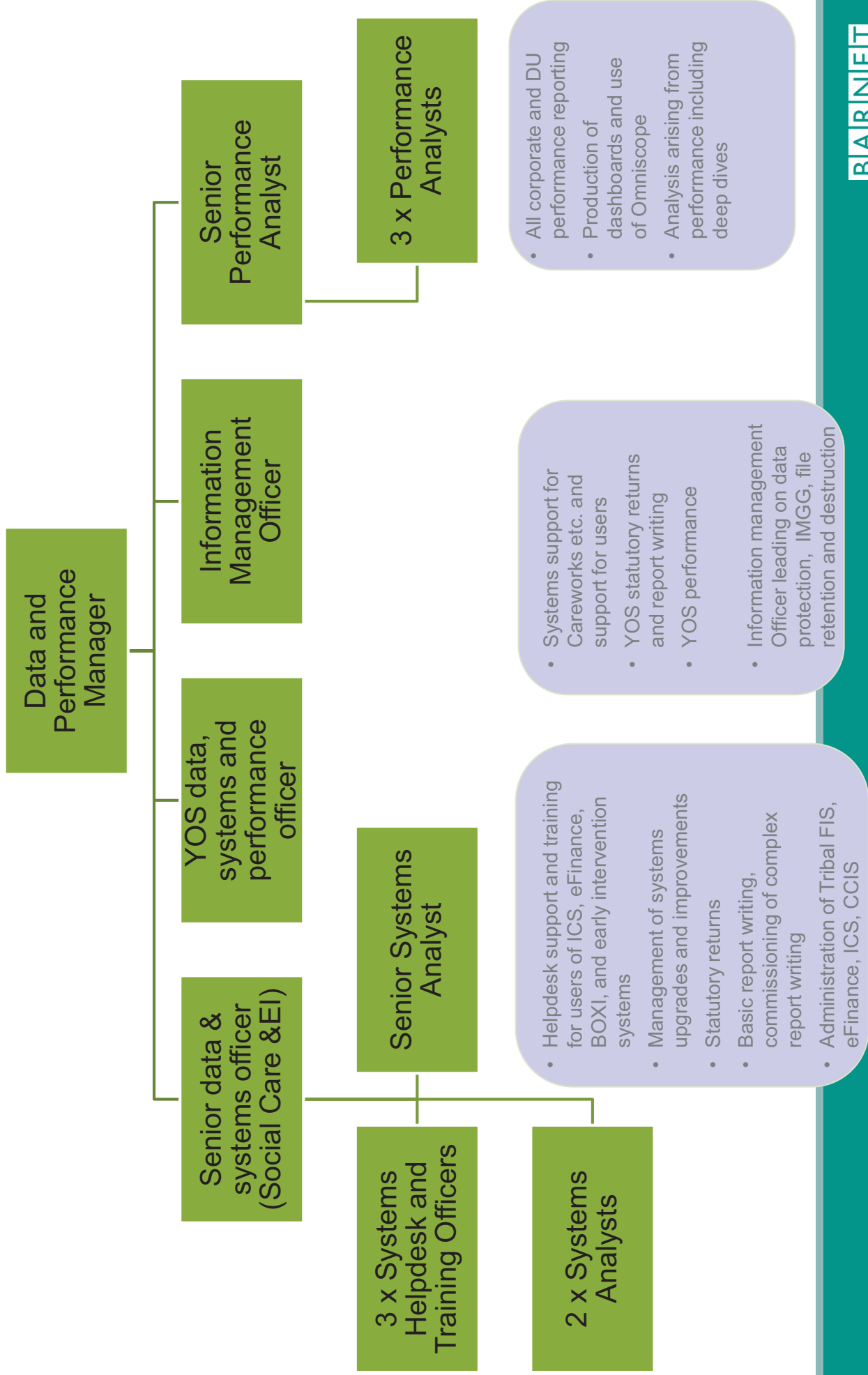
For some people there will be little or no change and for others it will be significant. We will be meeting with you to discuss the detail, including options and opportunities.

3. Proposed responsibilities: EIP SC&BI



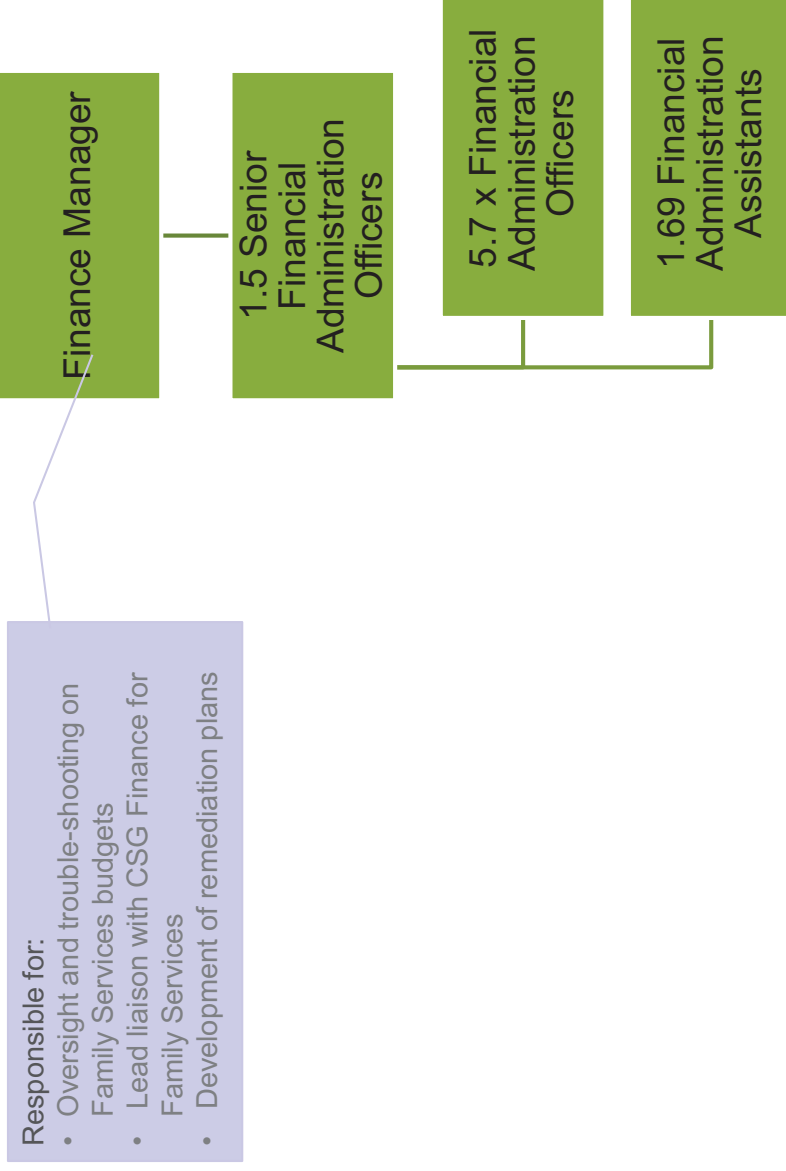
3. Proposed: SC&BI – Data and Performance

High volume, specialist work to support effective use of systems and production of accurate performance reporting to support timely decision-making



3. Proposed: SC&BI – Finance Team

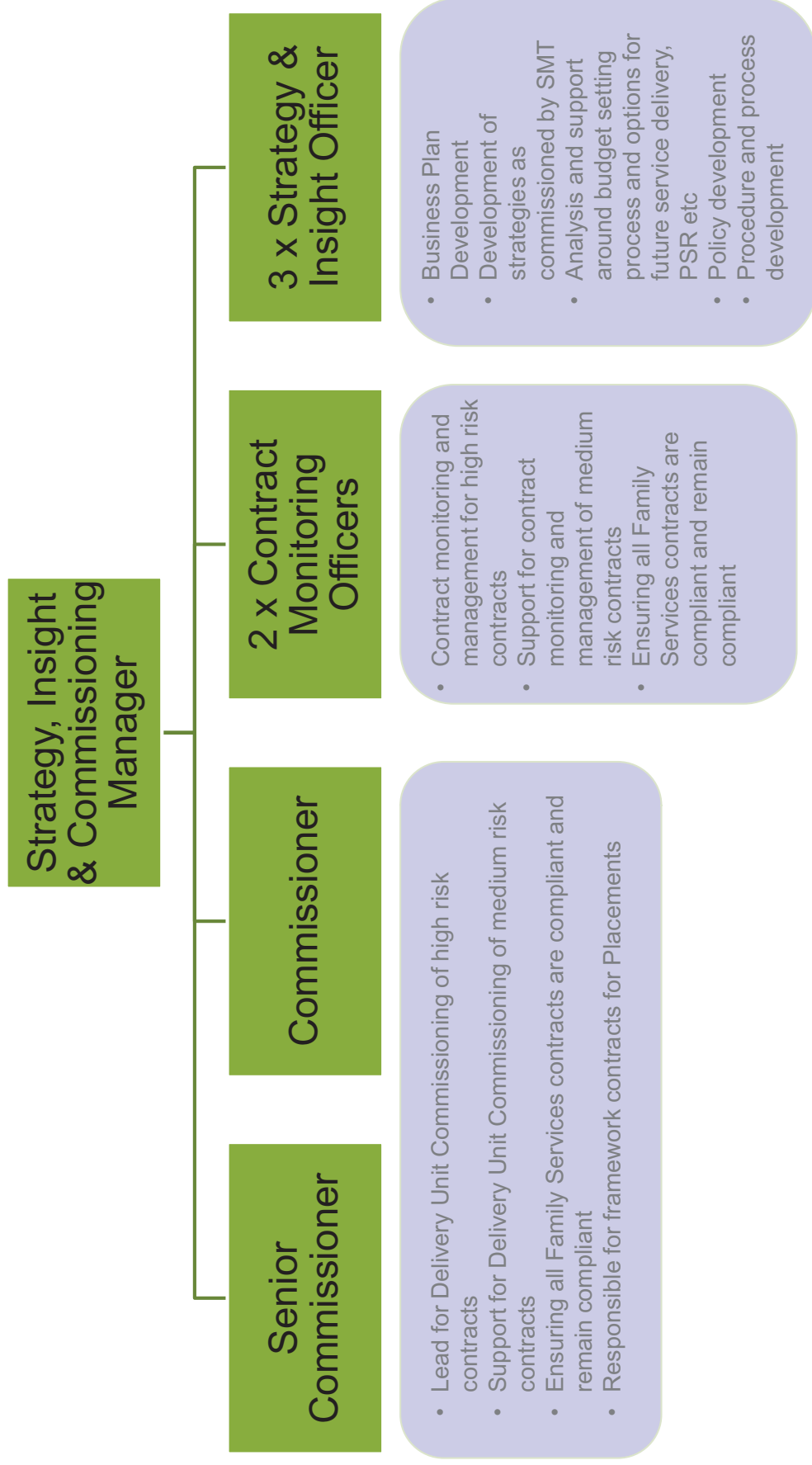
Enabling effective management and control of volatile, high spend budgets and high risk payment processes. Supporting a high volume of transactional finance processes for 330 staff across 25 teams.



- Creation of Purchase Orders on Integra based on Commitment Forms raised by budget managers (approx 6000 transactions per year)
- Matching POs with invoices (approx 7000 transactions per year)
- Transferring invoices and other payments to Accounts Payable team
- Running the payment schedule.
- Processing of petty cash needs via instant issue prepaid cards, personalised cards and cash (approx 6000 transactions per year)
- Raising invoices for debtors (approx 650 per year)
- Administration of travel for practitioners and clients (1000 per year)
- Supporting managers in budget monitoring and management with an in depth understanding of funding sources and requirements etc
- Training new staff in financial processes and supporting all staff
- Ensuring compliance with procurement rules when setting up new and using existing vendors
- Support for Closing
- Administration of grants, interpretation and translation, ISAs, Family Group Conferencing
- Responsibility for payments aspects of Early Years Vulnerable Funding and 2 Year Old offer

3. Proposed: SC&BI – Strategy, Insight & Commissioning

Supporting the end-to-end Commissioning and Business Planning cycle



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Appendix 3 - Assimilation, ring-fence and open recruitment roles

Code	Job Title	Area	Team	FTE in to-be structure	FTE Matches in current structure	Method
E&S 1	Business Support & Communications Team Manager (E&S)	Education & Skills	Education & Skills	1	0	Open
E&S 2	Senior Business Support Officer (E&S)	Education & Skills	Education & Skills	1	0	Open
E&S 3	Business Support Officer (E&S)	Education & Skills	Education & Skills	1	2	Ring-fence
E&S 4	Communications Officer (E&S)	Education & Skills	Education & Skills	1	2	Ring-fence
E&S 5	Strategy, Analysis & Performance Officer (E&S)	Education & Skills	Education & Skills	1	0	Open
E&S 6	Senior Data and Systems Officer (E&S)	Education & Skills	Education & Skills	1	1	Assimilate
E&S 7	Data Quality Officer (E&S)	Education & Skills	Education & Skills	2	2	Assimilate
E&S 8	Senior Business Resource and Contracts Officer (E&S)	Education & Skills	Education & Skills	0.6	0.6	Assimilate
E&S 9	Resource and Contracts Officer (E&S)	Education & Skills	Education & Skills	2	0	Open
R118	CAF Team Manager	Intake & Assessment	CAF	1	22.8	Ring-fence
R32	CAF Deputy Team Manager	Intake & Assessment	CAF	1	0	Open
R82	CAF Social Worker	Intake & Assessment	CAF	1.5	2	Assimilate
R98	CAF Co-ordinator	Intake & Assessment	CAF	3	1	Assimilate - open
R103	Duty Support Officer	Intake & Assessment	MASH	4	3.5	Assimilate - open
R108	MASH Support Practitioner	Intake & Assessment	MASH	4	48.8	Ring-fence
R28	Children in Care Support Practitioner	Permanence, Transitions and Corporate Parenting	Children in Care	2	48.8	Ring-fence
R127	Occupational Therapist	Permanence, Transitions and Corporate Parenting	Disabled Children's Team	1.6	0	Open
R230	Senior Disabled Children's Support Practitioner	Permanence, Transitions and Corporate Parenting	Disabled Children's Team	1	0	Open
R231	Disabled Children's Support Practitioner	Permanence, Transitions and Corporate Parenting	Disabled Children's Team	3	0	Open
R109	Contact Supervisor	Permanence, Transitions and Corporate Parenting	Family Resource Centre	8	6.96	Assimilate - open
R16	Domestic Assistant	Permanence, Transitions and Corporate Parenting	Family Resource Centre	0.56	0	Open
R21	Family Resource Centre Manager	Permanence, Transitions and Corporate Parenting	Family Resource Centre	1	22.8	Ring-fence
R75	Family Resource Centre Team Assistant	Permanence, Transitions and Corporate Parenting	Family Resource Centre	1	0	Open
R88	Senior Contact Supervisor	Permanence, Transitions and Corporate Parenting	Family Resource Centre	2	0	Open
R105	Personal Advisor	Permanence, Transitions and Corporate Parenting	Onwards and Upwards	6	6.6	Assimilate
R6	O&U Business Support Officer	Permanence, Transitions and Corporate Parenting	Onwards and Upwards	1	1	Assimilate
R74	Support Worker	Permanence, Transitions and Corporate Parenting	Onwards and Upwards	1	0	Open
R44	Headteacher	Permanence, Transitions and Corporate Parenting	Virtual School	1	0	Open
R50	Access and Inclusion Manager	Permanence, Transitions and Corporate Parenting	Virtual School	1	0	Open
R58	Caseworker	Permanence, Transitions and Corporate Parenting	Virtual School	5	0	Open
R65	VS Project Officer	Permanence, Transitions and Corporate Parenting	Virtual School	1	0	Open
R27	Adoption Support Practitioner	Placements	Adoption	1	48.8	Ring-fence
R26	Carer Recruitment & Assessment Team Manager	Placements	Carer Recruitment & Assessment	1	22.8	Ring-fence
R33	Foster Carer Peer Support Co-ordinator	Placements	Carer Recruitment & Assessment	0.28	0.28	Assimilate
R51	Panel Co-ordinator	Placements	Carer Recruitment & Assessment	1	1	Assimilate
R7	Campaigns Officer	Placements	Carer Recruitment & Assessment	1	1	Assimilate
R85	Recruitment Co-ordinator	Placements	Carer Recruitment & Assessment	2	0	Open
R100	Placements Officer	Placements	Placements	3	3	Assimilate
R45	Information and Resources Officer	Placements	Placements	1	2	Ring-fence
R54	Placements Team Manager	Placements	Placements	1	0	Open
R115	Allegations Team Manager (LADO)	Safeguarding and Quality	Allegations (LADO)	1	0	Open
R63	SARs Officer	Safeguarding and Quality	Allegations (LADO)	1	0	Open
R104	Conference and Review Administrator	Safeguarding and Quality	Conference & Review	5	8.27	Ring-fence
R107	Conference and Review Officer	Safeguarding and Quality	Conference & Review	7	5.42	Assimilate - open
R116	Conference and Review Team Manager	Safeguarding and Quality	Conference & Review	1	1	Assimilate

Appendix 3 - Assimilation, ring-fence and open recruitment roles

Code	Job Title	Area	Team	FTE in to-be structure	FTE Matches in current structure	Method
R34	Foster Carer Reviewing Officer	Safeguarding and Quality	Conference & Review	1	1	Assimilate
R84	Conference and Review Support Officer	Safeguarding and Quality	Conference & Review	1	1	Assimilate
R17	Domestic Violence Co-ordinator	Safeguarding and Quality	Domestic Violence	1	1	Assimilate
R49	MARAC Co-ordinator	Safeguarding and Quality	Domestic Violence	1	1	Assimilate
R226	Practice Standards Manager	Safeguarding and Quality	Practice Standards	1	0	Open
R36	Head of Intake & Assessment	Senior Management Team	Intake & Assessment	1	0	Open
R37	Head of Intervention & Planning	Senior Management Team	Intervention & Planning	1	1	Assimilate
R38	Head of Youth and Family Support	Senior Management Team	Intervention & Prevention	1	0	Open
R39	Head of Permanence, Transitions and Corporate Parenting	Senior Management Team	Permanence, Transitions and Corporate Parenting	1	0	Open
R40	Head of Placements	Senior Management Team	Placements	1	1	Assimilate
R41	Head of Safeguarding and Quality	Senior Management Team	Safeguarding and Quality	1	1	Assimilate
R42	Head of Service Commissioning & Business Improvement	Senior Management Team	Service Commissioning & Business Improvement	1	1	Assimilate
R43	Head of Libraries, Workforce and Community Engagement	Senior Management Team	Libraries, Workforce and Community Engagement	1	1	Assimilate
R13	Data & Performance Manager	Service Commissioning and Business Improvement	Data & Performance	1	1	Assimilate
R46	Information Management Officer	Service Commissioning and Business Improvement	Data & Performance	1	0	Open
R69	Senior Data & Systems Officer - (Social Care & E)	Service Commissioning and Business Improvement	Data & Performance	1	1	Assimilate
R70	Senior Performance Analyst	Service Commissioning and Business Improvement	Data & Performance	1	0	Open
R71	Senior Systems Analyst	Service Commissioning and Business Improvement	Data & Performance	1	0	Open
R78	YOS Data, Systems & Performance Officer	Service Commissioning and Business Improvement	Data & Performance	1	1	Assimilate
R91	Systems Analyst	Service Commissioning and Business Improvement	Data & Performance	2	2	Assimilate
R97	Systems Helpdesk and Training Officer	Service Commissioning and Business Improvement	Data & Performance	3	1.81	Assimilate - open
R99	Performance Analyst	Service Commissioning and Business Improvement	Data & Performance	3	2.6	Assimilate - open
R14	Development Projects Manager	Service Commissioning and Business Improvement	Development Projects	1	0	Open
R15	Troubled Families Analyst	Service Commissioning and Business Improvement	Development Projects	2	2	Assimilate
R102	Financial Administration Officer	Service Commissioning and Business Improvement	Finance	5.7	2.7	Assimilate - open
R31	Family Services Finance Manager	Service Commissioning and Business Improvement	Finance	1	1	Assimilate
R81	Financial Administration Assistant	Service Commissioning and Business Improvement	Finance	1.69	1.69	Assimilate
R87	Senior Financial Administration Officer	Service Commissioning and Business Improvement	Finance	1.5	1.5	Assimilate
R68	Senior Commissioner	Service Commissioning and Business Improvement	Strategy, Insight & Commissioning	1	0	Open
R73	Strategy, Insight & Commissioning Manager	Service Commissioning and Business Improvement	Strategy, Insight & Commissioning	1	0	Open
R83	Contract Monitoring Officer	Service Commissioning and Business Improvement	Strategy, Insight & Commissioning	2	0	Open
R89	Strategy & Insight Officer	Service Commissioning and Business Improvement	Strategy, Insight & Commissioning	3	1	Assimilate - open
R9	Commissioner	Service Commissioning and Business Improvement	Strategy, Insight & Commissioning	1	1	Assimilate
R106	Deputy Team Manager	Social Care	Social Care	8	3.5	Assimilate - open
R112	Social Work Team Manager	Social Care	Social Care	14	22.8	Ring-fence
R113	Advanced Social Worker	Social Care	Social Care	26	26.38	Assimilate
R114	Social Worker	Social Care	Social Care	83.5	72.77	Assimilate - open
R10	Communications Officer	Libraries, Workforce and Community Engagement	Communications & Complaints	1.5	2	Ring-fence
R12	Complaints & FOI Officer	Libraries, Workforce and Community Engagement	Communications & Complaints	1.6	1	Assimilate - open
R11	Communications, Complaints and Support Manager	Libraries, Workforce and Community Engagement	Communications, Complaints and Support	1	1	Assimilate
R53	Participation Worker	Libraries, Workforce and Community Engagement	Engagement & Participation	1	1	Assimilate
R76	Voice of the Child Co-ordinator	Libraries, Workforce and Community Engagement	Engagement & Participation	1	1	Assimilate
R110	Practitioner Support Assistant	Libraries, Workforce and Community Engagement	Practitioner Support	8.5	15.1	Ring-fence
R57	Practitioner Support Officer	Libraries, Workforce and Community Engagement	Practitioner Support	1	1	Assimilate
R119	SEND Information & Advice Support Service Support Officer	Libraries, Workforce and Community Engagement	SEND Information, Advice and Support Service	0.81	0.81	Assimilate

Appendix 3 - Assimilation, ring-fence and open recruitment roles

Code	Job Title	Area	Team	FTE in to-be structure	FTE Matches in current structure	Method
R52	SEND Information & Advice Support Service Manager	Libraries, Workforce and Community Engagement	SEND Information, Advice and Support Service	1	1	Assimilate
R96	SEND Information & Advice Support Service Caseworker	Libraries, Workforce and Community Engagement	SEND Information, Advice and Support Service	2.81	2.11	Assimilate - open
R90	Support Officer	Libraries, Workforce and Community Engagement	Support	3	0	Open
R220	Early Years Workforce Development Officer	Libraries, Workforce and Community Engagement	Workforce Development	1	1	Assimilate
R222	Learning and Development Officer	Libraries, Workforce and Community Engagement	Workforce Development	1	0	Open
R223	Learning and Development Support Officer	Libraries, Workforce and Community Engagement	Workforce Development	1	1	Assimilate
R224	Workforce Development and Learning Manager	Libraries, Workforce and Community Engagement	Workforce Development	1	1	Assimilate
R23	Family Support Team Manager	Youth and Family Support	Family Support Team	2	22.8	Ring-fence
R25	Deputy Family Support Team Manager	Youth and Family Support	Family Support Team	2	5	Ring-fence
R29	Family Support Practitioner	Youth and Family Support	Family Support Team	24	48.8	Ring-fence

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Appendix 4 – Responses to proposals and feedback through consultation

1. Changes made following consultation

Area	Question / proposal	Response and rationale
Admin roles	<p>The Central Support Assistant (Social Care), Support Assistant - CAMHS (Social Care), SW Support Assistant - Std (Social Care) and Support Officer (SC&B) are not ring-fenced to the Conference & Review Administrator role (Safeguarding and Quality Assurance), R104, only to the Practitioner Support Assistant (R110). Why?</p> <p>Equally, the Conference Administrator has not been ring-fenced to the Practitioner Support Assistant role, whereas the Team Administrator (Safeguarding and Quality Assurance) been ring-fenced to both the Conference & Review Administrator & Practitioner Support Assistant (R110) role. Why? It is clear the Conference & Review Administrator role (Safeguarding and Quality Assurance) meets the criteria for ring-fencing to the Practitioner Support Assistant</p>	<p>The job descriptions have been reviewed to assess if there is a 55% match (which is the Council's criteria for job matching under Managing Organisational Change).</p> <p>The Central Support Assistant (Social Care), Support Assistant - CAMHS (Social Care), SW Support Assistant - Std (Social Care) and Support Officer (SC&B) are not ring-fenced to the Conference & Review Administrator role (Safeguarding and Quality Assurance), R104 because it has been assessed and confirmed that there is not a 55% match between the current job descriptions and the new job description for R104.</p> <p>The Conference Administrator was originally not ring-fenced to R110 because it was assessed that there was not a 55% match between the existing role and the new role R110; this however has been reviewed and it has now been decided that the match is greater than 55% and therefore the Conference Administrators will be included in the ring-fence for R110.</p>
CAF Team	<p>Marked up CAF Social Worker job description received.</p>	<p>Some suggestions included and some not. Those not included were generally because they were too detailed and specific for inclusion in a job description. Job description amended.</p>
CAF Team	<p>Marked up CAF Team Manager job description received.</p> <p>There needs to be a stronger emphasis in relation to the links with Barnet's Early Intervention Strategy, as I understand that this strategy will underpin much of the Team's work, and that the CAF is an essential element running throughout the Strategy. Similarly, I think in the person spec. under the heading 'knowledge', that the post holder needs to be knowledgeable around the current early intervention/prevention policy, research and guidance (Munro, Allen, Marmot, Tickell etc).</p> <p>In addition, I think there are some key things missing from the purpose of the job section, for example in relation to the understanding and applying of thresholds across the continuum of need, and also the more strategic elements of the role in terms of early intervention.</p> <p>Also the '1st point in the Key Accountabilities/duties section is misleading, as the Team Manager cannot be responsible for 'allocating, assessing, reviewing and closing cases', as the majority of CAFs are initiated, led, reviewed and closed by practitioners outside of the Local Authority (mainly in schools, Children's Centres, 3rd Sector and health). The post will however need to ensure that the CAF Team offers specific support to practitioners around the CAF where needed. It is also unrealistic that a CAF Team Manager will have an overview of all CAFs, as there are likely to be at least 800 open CAFs at any one time, many at a very low level, so it's about being aware of the cases where there are complexities/concerns.</p>	<p>Some suggestions included and some not. Those rejected were generally because they were too detailed and specific for inclusion in a job description. Job description amended.</p>
Carer Recruitment and Assessment	<p>A number of questions about the proposals for the Carer Recruitment and Assessment Team were received.</p> <ul style="list-style-type: none"> Deputy Team Manager is need to focus on SGO assessments The job description for R85 – Recruitment Co-ordinator does not accurately reflect the requirements of the role The job description for R51 – Panel Co-ordinator does not accurately reflect the requirements of the role Assessment of prospective adoptive carers should be completed by the Adoption Team, not by the Carer Recruitment and Assessment Team as outlined in the proposals 	<p>Proposals accepted:</p> <ul style="list-style-type: none"> One social worker post changed to a Deputy Team Manager post Job descriptions for R85 and R51 rewritten Significant changes to R85 therefore job description re-evaluated at SCP 29 - 32. Adoptive carer assessments to be completed by social workers in the Adoption Team, but the Carer Recruitment and Assessment Team (Recruitment Co-ordinator) to retain ownership for the process and the performance
Communications	<p>Family Services Communications Officer role - R10</p> <p>Having reviewed the proposed new structure I don't think the amount of work that the current Communications Team deal with has been taken into account.</p> <p>I don't think 1 x communications officer would be able to carry out all of the duties/responsibilities listed within the Job description to the standards that Family Services has become accustomed to.</p> <p>I think there needs to be another FT or PT Communications Officer.</p>	<p>Agreed that an extra 0.5 FTE Communications Officer (R10) in Family Services is required in particular to meet statutory duties around Directme.</p>
Communications	<p>Proposed changes to R10 – Communications Officer job description</p>	<p>Agreed – Job description will be updated.</p>

Area	Question / proposal	Response and rationale
Communications, Complaints and Support	Job description for R11 – Communication, Complaints and Support Manager – needs to change Parent Partnership to SENDIASS. There is also no mention of the areas the role is personally responsible for in the purpose of the job, but these listed later in the JD.	The job description has been amended accordingly.
Complaints and FoI	<p>R12 Complaints and FOI Officer</p> <ul style="list-style-type: none"> I feel that the work around Member Enquiries should be more prominent in the job description. I think that the job description should more explicitly say that this role is also the Member Enquiries Link Officer for Family Services. Across the Council all delivery units need to have a Member Enquiry Link Officer. This should be made clearer in the job description Handling the Member Enquiries can be fairly time consuming, almost as much as a complaint, so this should be reflected in the job description There has been a recent corporate decision to log all Member Enquiries as complaints as well, which will be more time consuming as cases will need to be logged twice Some reports and data summaries are produced quarterly, as well as annually 	Agreed – job description has been updated to strengthen the responsibility for Member Enquiries
Data and Performance	<p>The job title of 'Helpdesk Officer' R97 seems non-descriptive and generic – we feel that the job title should be more specific and meaningful. Perhaps you would consider one of the following</p> <ul style="list-style-type: none"> Systems Support & Training Officer Systems Helpdesk & Training Officer 	Agreed – we will change the job title to “Systems Helpdesk and Training Officer”
Data and Performance	Marked up Helpdesk Officer JD	Agreed – changes made. Job description re-evaluated at SCP 31 – 34.
Data and Performance	Marked up Performance Officer JD	Agreed job title of this and senior role to be changed to Performance Analyst and Senior Performance Analyst, and some changes need to be made to the job description.
Development Projects	I had a couple of queries around the Development Projects Manager Role: In the job description it specifically references a 'Troubled Families Lead' numerous times as being the only staff managed by this post. Will one of the Troubled Families Analysts be determined as the 'Lead' or was this simply a wrongly used term?	There is an error in the proposed job description, as there is no Troubled Families Lead. The job description will be revised accordingly.
Disabled Children's Team	The Disabled Children's Team structure in the proposals seems to just join together the existing disparate teams (Social Work, Occupational Therapy and Short Breaks) rather than being a proposal that will best meet the needs of service users.	<p>Revised proposal:</p> <p>The revised structure for the team takes into account the proposed change of practice to streamline services and to meet the requirements of the Children and Families Act SEND reforms. This separates out the children who require a social work service from those who require a care package only. The proposed structure therefore includes:</p> <ul style="list-style-type: none"> Disabled Children's Team Manager 2 Advanced Social Workers 1.5 Social Workers 1.6 Occupational Therapists 1 Senior Disabled Children's Support Practitioner 3 Disabled Children's Support Practitioners <p>New job descriptions have been written and evaluated for:</p> <ul style="list-style-type: none"> Senior Disabled Children's Support Practitioner SCP – 38 – 41 Disabled Children's Support Practitioner SCP 28 - 31
Education and Skills	E&S 3 – Business Support Officer • This job description says "Fully understand the Complaints procedure and provide support for the Complaints Officer when required". There is no 'Complaints Officer' for E&S. I understand complaints will be handled by the Business Support and Communications Manager	Changes have been made to the Business Support Officer job description to reflect the responsibility for complaints.
Education and Skills	Education and Skills DQ Officer JOB DESCRIPTION needs to be amended to remove reference to the Child Care Act	Agreed – job description has been updated.
Early Intervention and Prevention	A number of proposals and comments were received about the proposed Head of Transformation and Head of Service Commissioning and Business Improvement job titles.	<p>Job titles to be:</p> <ul style="list-style-type: none"> Head of Libraries, Workforce and Community Engagement Head of Service Commissioning and Business Improvement – no change

Area	Question / proposal	Response and rationale
Family Resource Centre	Marked up FRC Team Assistant job description received.	Agreed – changes made. Job description re-evaluated at SCP 24 - 27.
Family Services	Changes to make budget balance following consultation changes and new roles added in	Due to the changes made following the consultation proposals it was necessary to remove the post R221 – Foster Carer Workforce Development Officer from within the Workforce Development Team, in order to make the budget balance and enable the financial savings to be delivered. This will require a reorganisation of responsibilities within the team; however it is still anticipated that the required functions can be delivered with the loss of this role, although there will obviously be some impact which will be assessed in more detail through the implementation phase of the project. This role is currently vacant and therefore no person's at risk situation changes because of this change.
Family Support Workers	A number of questions/comments received regarding the Family Support Worker job titles and a concern that they do not reflect the nature of the different roles or the skills of the workers.	Titles have been changed to: <ul style="list-style-type: none"> • Family Support Practitioner • MASH Support Practitioner • Children in Care Support Practitioner • Adoption Support Practitioner
Finance Team	The responsibility for the end-to-end EYVF funding should not transfer from Early Years to the Finance Team	Agreed – the referral and brokerage aspects of the EYVF function should not transfer, but the finance/payments aspects should. Additionally through the discussions agreed that the finance/payments aspects of the 2 year old offer should transfer to the Finance Team. Additionally agreed through discussions that all aspects of the 3 and 4 year old offer should remain within Early Years.
HR	Will there be any 'interview skills workshops' on offer for staff who have to go through the interview stage of the process.	Outplacement support will be offered for those given notice of redundancy post 15 December 2014. These are a series of workshops provided by Job Centre Plus including CV writing, use of digital marketing when applying for roles e.g. Linked-in. Through consultation feedback employees are requesting interview skills workshops prior to their internal interviews, as a number of employees have not had an interview for a number of years. Family Services are keen to support employees in this and have responded to consultation by putting on a series of interview skills workshops on 4th, 6th and 7th November.
HR	There are a number of staff with a full-time role who also work As and When in other roles in Family Services. Will this be able to continue?	The council have a duty of care to its employees. It is seen that employees working a full working week and then working in a second role under an As and When contract is not adhering to the responsibilities of a best practice employer. All roles in the new structure will be advertised as permanent appointments. There is an expectation that no employee will have a second contract of employment with the council even if the second contract is a zero hours contract (As and When). Each contract of employment states overtime terms and these will be actioned where previously As and When contracts were used. If a service needs to use a zero hours contract this must be set up as such and can only be used for workers from outside the Council. If additional posts are required to cover this change this must be requested through the council's Delegated Powers Report (DPR) process and approved by the Family Services Senior Management Team.
MASH Team	On the list it says 4.6 duty support staff - Currently we have 4 is there going to be an increase of .6 post?	This is an error. The proposal is to only have 4FTE Duty Support Officers.
Onwards and Upwards	The Job description for R6 – O & U Business Support Officer is not correct	Minor changes made and job description updated.
Placements	R30 Placements Development Manager – the salary scale for this post was to be confirmed, what is the status of this role in the new structure and confirmed salary scale.	Following the consultation this role has been removed from the structure.
Placements Team	Job description of the Information and Resources Officer in the Placements Team does not accurately reflect the role and therefore needs rewriting and re-evaluating	Agreed – changes made to job description. Job description re-evaluated at SCP 23 -26.

Area	Question / proposal	Response and rationale
Placements Team	Why is there a specific 16+ Placements Officer post	Agreed, that this should be changed to a generic Placements Officer post to provide resilience within the team.
Safeguarding and Quality Assurance	Request to review the number of Conference and Review Administrators in the proposed structure due to concern about the ability of 3.5FTE plus the Support Officer post to cover all of the required responsibilities.	Agreed that the proposed reduction is too great and 1.5 FTE will be put back into the structure. This will therefore mean there will be 5 Conference and Review Administrators in the establishment, Proposal to introduce a technology solution to record meetings has not however been changed and this will be implemented.
Safeguarding and Quality Assurance	I am not clear about some aspects of the Job Description for the Conference & Review Administrator (R104) under the heading Key Accountabilities Specific for This Post. If new technology is to replace the Minute Taker role, then why are the previous activities still listed under bullet points 12, 13, 15, 16 & 19? Additionally, it is surely not appropriate for an Administrator to undertake the activity relating to bullet point 4 (again under Key accountabilities) – this states ‘...referral taking and dealing with urgent referrals’. The Conference & Review Administrator at this level, would not be qualified to undertake this activity. It is clear new Job Descriptions will be required across the board, considering, for example, that some activities will have to transfer elsewhere if Admin support is to be reduced from 8.27 to 3.5. I understand from the FAQs that detailed operational processes will be determined during the implementation phase of the project after consultation. If a Job Description is not a true reflection of the new role, then how can the process be fair in terms of the individual being equipped with the correct information in order to make the right decision in relation to what they apply for?	The JOB DESCRIPTION has been updated following this feedback. Minute-taking will not be a significant component of the role; however there may be occasions when this function will be required. The Job description therefore still includes these functions, but outlines that they will only be required occasionally.
SEND/IAS	Team Manager job description is not correct and needs evaluating.	Job description amended and evaluated at SCP 39 – 42.
Service Commissioning and Business Improvement	Where should risk management sit?	Strategy, Insight and Commissioning Manager role will be responsible for risk. Job descriptions updated to reflect this change.
Social Care	Employee request to review the proposal to require all Advanced Practitioners in the new structure to achieve the Middlesex accreditation.	New proposal published.
Social Care	Duty and Assessment Teams concern that they will be taking on more specialist work in relation to hospital work and working with victims of DV. The team feel that they would like to be confident that specialist training is in place to ensure that they are able to continue to offer a safe service to our clients. Training would be in relation to Pre birth assessments and working with victims of Domestic violence.	Following feedback through the consultation the proposal for one of the DATs team managers to have a specialism in Hospital Work has been changed and it has been decided that this specialism sits better within Intervention and Planning where there is more management capacity. Linked to this the longer term pre-birth assessment work will be completed within Intervention and Planning, not within Duty and Assessment
Social Care	Having an Advanced Practitioner (Social Worker) role and other non-social work roles with Practitioner in the title is confusing	Title changed to: • R113 Advanced Social Worker
Social Care	Permanence and Transitions is not well thought through as it is a contradiction in terms and does not instil confidence. Another option would be “Children Living Away from home”. It is also not clear from the structure at a glance where the responsibility for Corporate Parenting lies.	There are a number of options that were considered; however Permanence and Transitions is a name that was chosen to reflect the permanent status of the children for which the teams will be responsible and the responsibility that the teams will have to transition young people into adulthood (including transition to support from Adult’s Social Care). The point about Corporate Parenting is accepted therefore the area (and job titles) will be changed to Permanence, Transitions and Corporate Parenting.
Social Care	Marked up Social Worker job description received.	Some proposed changes accepted, some not accepted. Job description updated.
Strategy, Insight and Commissioning	The current Strategy Officer job description is not a 55% match with E&S 5 Strategy, Analysis & Performance Officer (E&S)	Agreed
Strategy, Insight and Commissioning	The Strategy and Insight Officer job description does not strongly enough reflect the strategy aspect of the role.	Agreed, the job description will be amended accordingly.
Virtual School	R44 – Headteacher Knowledge, training and experience and skills outlined for this post does not make reference to knowledge and experience relating to Looked after children and vulnerable groups. It is widely known that Looked After Children present specific issues and this JOB DESCRIPTION does not make reference to the specialist knowledge that would be beneficial in reaching good outcomes.	This point is accepted and has been included in a re-written JD/PS.

Area	Question / proposal	Response and rationale
Virtual School	Changes proposed to R58 – Caseworker job description.	Changes accepted and Job Description updated.
Youth and Family Support	I am not clear as to why Social Work Assistants have been ring-fenced to more than one role (some have a choice of four), but intensive Family Focus Practitioners have only been ring-fenced to one role.	The job matching that was completed before the start of consultation has been reviewed and it has now been agreed that all of the current roles within this group should be able to apply for any of the four roles within the ring-fence (Family Support Practitioner, MASH Support Practitioner, Children in Care Support Practitioner, Adoption Support Practitioner)
Youth and Family Support	Marked up Family Support Team Manager job description received.	Some of the proposed changes have been accepted, but not others. The proposed changes that have not been accepted were not applicable due to the changed nature of the team which will deliver interventions across all thresholds, rather than purely being focussed on Early Intervention, as such the job description needs to reflect this range of responsibilities and not be narrowed down to Early Intervention only. Key to this is the requirement for the role to hold a social work qualification to ensure that through the work of the team there is a proper recognition of risk across the range of thresholds that the team will be working and that this is responded to appropriately. Having a social work qualified team manager will not however lead to the teams being managed like social work teams – these will be teams delivering interventions and therefore the way they will need to be managed and developed will be very different from case holding social work teams.
Youth and Family Support	Marked up Senior Family Support Worker job description received.	Some changes agreed, some not agreed. Job description updated. Job title also changed to Deputy Family Support Team Manager.
Youth and Family Support	Marked up Family Support Worker job description received.	Some changes agreed, some not agreed. Job description updated.

2. Proposals considered, but changes not made

Area	Question / proposal	Response and rationale
Adoption	There are too many Advanced Practitioners in the proposed structure for the Adoption Team	The complexity of the work in the Adoption Team requires an experienced team with specialist skills, hence the proposed number of Advanced Social Workers in the team.
Adoption	<p>There is a huge chunk of statutory work that has not been included in these proposals: Adult work - Birth Record Counselling with Adults – up to six sessions including the counselling itself, searching for records (all over country), intermediary service with their birth relatives including searching for birth relatives and counselling them. In care record counselling for adults in care between 1950(ish) and 1992 for whom the Adoption Team manages the ledger and microfiche. Counselling for birth relatives of adoptees and support for reunions</p> <p>Development Work - Assessment and therapeutic work with adoptive families – This work is being developed alongside the North London Adoption and Fostering Consortium as we have been trying to streamline and develop best practice towards fulfilling the statutory demands of the Adoption Passport.</p> <p>Peer Support - We have been developing ways to facilitate peer support for adopters, adopted children and adopted adults.</p> <p>Contact - Setting up, supporting, facilitating and monitoring indirect contact with all parties.</p> <p>Direct contact - Setting up, supporting, facilitating, supervising and reviewing direct contact with all parties. This is sufficiently complex with adoptive families where the contact tends to take place annually or twice annually at the most.</p> <p>SGO support - Although the current Kinship team do their best to offer support to families where disruption seems likely or there are huge risks, this is an area where there is likely to be a large workload. Contact can be at a level of once a month for several different parties, in an atmosphere of risk. There are 120 SGO families to whom we offer some level of support. SGO support is underdeveloped and will need to be structured and developed over time.</p>	<p>This has been noted, and although not specifically referenced in the consultation documents will be the responsibility of the Adoption Team and the number of workers in the team has been developed to provide sufficient capacity for the anticipated demand for this work.</p>
Communications	<p>Service/team managers and staff JDs should make reference to communications and responsibilities for adhering to corporate standards and processes including working with communications to implement a communications plan for there are. As support from managers is going to be key if Communications within Family Services is going to be successful!</p>	<p>This is a very useful proposal. Job descriptions will not be updated, but this requirement will be built into the new competency framework that is currently being developed through the transformation programme, which will be a core component of the Delivery Unit's workforce development offer going forward.</p>
Complaints and FOI	<p>R12 Complaints and FOI Officer</p> <ul style="list-style-type: none"> There are some functions that the Complaints Officer carries out at the moment which are not related to complaints. Can you please advise where these functions sit in the new structure <ul style="list-style-type: none"> Maintaining the service wide structure chart and ensuring it is updated on the intranet at least monthly Maintaining the distribution lists on the Global Address List Maintaining a list of all staff in the DU for the telephone answering performance reports (it was hoped that HR might be able to provide such a list, but this has not happened so far. 	<p>Those functions will transfer to the Practitioner Support team.</p>
Data and Performance	<p>Marked up Senior Systems Analysts job description received.</p>	<p>The proposal is to make the role more strongly focussed on report writing. Whilst simple report writing is one of the functions of the role, it is more important to be able to accurately commission reports for writing externally and to be able to maintain existing reports, rather than being a highly skilled report writer. Therefore the proposed changes will not be made.</p>
Disabled Children's Team	<p>Disabled Children's Team – Transformation, Comments & Feedback for Consultation Process</p> <ul style="list-style-type: none"> Structure – Concerns why DCT are placed within Permanence and Transition - it is the opinion of the team that a disabled child's journey should be managed within the Social Care structure in the same way as a child who is non-disabled. It is very difficult to understand how the disabled children's team whose primary role is working with children in need and children at home can be placed within a structure whose primary function is to work with children away from home. The disabled children's team is of the opinion that the journey of the disabled child will not be sufficiently represented and the work may be disjointed if inappropriately placed within the structure of permanence and transition. There is also great concern about the development of the 0 – 25 service. The team are supportive and in agreement with the development of a more consistent service with the aim of developing a seamless social work intervention for disabled children up to the age of 25 years and their families. 	<ul style="list-style-type: none"> Children's Social Care is made up of five areas. Permanence and Transitions is one of the areas of Social Care and the Head of Service must be a qualified Social Worker. Whilst it is acknowledged that the majority of disabled children do live at home, the rationale for placing the team in this area of Social Care is because of the permanent nature of their disability and the fact they will need to transition to Adult's Social Care. The development of a 0 – 25 service is not within the scope of this restructure.

Area	Question / proposal	Response and rationale
Duty and Assessment	<p>Following a recent team meeting with my team (Duty and Assessment) they wanted to express their views and concerns during the consultation period of the Transformation project.</p> <p>The team are concerned that the loss of a specialist worker could impact on the quality of work that they complete with this specialist area.</p> <p>It has been outlined that the team will gain an extra social worker to 7 social workers, the team is currently at 6.5 workers and therefore only gaining half a worker, with the loss of the DV worker who on average picks up 8-9 assessments in a duty week this is a concern for the team as they feel that they will pick up extra work which will affect their ability to meet timescales and add extra pressure on the team.</p> <p>The team are concerned that the transfer process although outlined as being quicker does not instil a great level of confidence that this will occur, because within the new structure there is the same amount of social worker who can receive the work and they was wondering if this has been factored into the re structure.</p>	<ul style="list-style-type: none"> • The proposed team size is modelled on manageable caseloads following extensive analysis of both data and process. • In the new structure the expectation is that the transfer process will work more smoothly as at the point of transfer, as defined in the procedures, the case will transfer and it will be the responsibility for the receiving Head of Service to take the case and ensure they are appropriately resourced and teams have effective allocations. It will not be possible (assuming all the required work has been completed) for a Head of Service to refuse to take a case when it has progressed to the appropriate point. The larger team sizes in Intervention and Prevention will help enable this.
Duty and Assessment	<p>The currently proposed structure has identified one advanced practitioner post per team. The management group would propose this is increased to two to allow for the increased child protection work from the hospital team and the additional work from d/v cases. It should be considered that the work currently being assessed in Duty is more complex and requires an experienced staff team to manage this risk.</p>	<p>This proposal has not been included. The proposal is valid and the rationale is sound; however it is believed that the proposed mix of experience in the teams will enable the teams to deliver a high quality and safe service as there is a financial constraint that cannot be exceeded. This will however be kept under review and if necessary once the new structure is operational this can be revisited if it is possible to do this within the available budget of the Delivery Unit. Additionally through consultation it has been agreed that the Hospital specialism should be within Intervention and Planning rather than in Duty and Assessment as originally proposed.</p>
Education and Skills	<p>E&S 1 – Business Support and Communications Manager</p> <ul style="list-style-type: none"> • I understand that this role will take responsibility for handling complaints. • There is no mention of producing reports and statistics for complaints, which are expected by Corporate Services • There is also no mention of needing to log complaints on the Corporate system Lagan • There is no mention of Member Enquiries. As above, all DU's need to have designated Member Enquiries Link Officer. Is this expected of this role or is it somewhere else? • In 2013-14 Education & Skills received 98 member enquiries, and Family Service received 66. So far in 2014-15, Education and Skills have received 97 and Family Services have received 36. I think that the amount of time that handling Member Enquiries for Education and Skills takes has been underestimated, and I think that it is too much for this role, with all the other responsibilities it has (if it was intended to be part of this role) • Approximately one third of the Complaints Officer time is spent working on E&S complaints and Member Enquiries. I therefore feel that including both in this role is unrealistic and the quality of work is likely to be affected, simply due to time constraints • An alternative could be to designate either the Senior Business Support Officer or the Business Support Officer as the Member Enquiry Link Officer for E&S 	<p>We are seeking to create a team that will work flexibly and support each other in ensuring complaints, communications, business support and strategic support functions are carried out appropriately. So all members of the team will be required to work in this flexible way and we see it as a personal development opportunity for everyone involved</p>
Education and Skills	<p>General thoughts</p> <ul style="list-style-type: none"> • I feel that the Education & Skills element of Complaints, Compliments and Members Enquiries hasn't been thoroughly considered • We have worked hard over the last two years engaging with teams within E&S, and as a result the numbers of recorded complaints and the response times have improved. Staff in those teams have a much improved attitude towards complaints and customer service in general • I feel that by not having a dedicated officer dealing with Complaints and Member Enquiries, all this work will be undone. This is demonstrated by the statistics for July, when the complaints Officer was on leave for three weeks, and the performance rate dropped significantly. This was simply because there was no dedicated person ensuring that all complaints and ME's were logged and chased. 	<p>We are seeking to create a team that will work flexibly and support each other in ensuring complaints, communications, business support and strategic support functions are carried out appropriately. So all members of the team will be required to work in this flexible way and we see it as a personal development opportunity for everyone involved.</p> <p>Each post-holder will also have specific lead responsibilities. For the team leader this will include being the professional lead in relation to the management of complaints. This element of the job role includes responsibility for ensuring corporate requirements are met (e.g. in relation to reporting, members enquiries etc.)</p>
Family Resource Centre	<p>The Family Resource Centre should be placed under Intervention and Planning rather than Permanence and Transitions</p>	<p>This is a valid proposal; however placing the team in Permanence, Transitions and Corporate Parenting is a decision to enable the service to be balanced.</p>

Area	Question / proposal	Response and rationale
Family Resource Centre	Proposal received with an alternative option to that proposed.	<p>Thank you for this detailed and well thought through proposal. The proposal has been carefully considered, but the proposed structure at the Family Resource Centre will not be changed for the following reasons:</p> <ol style="list-style-type: none"> 1. Due to the reduction in senior management capacity through the removal of Service Managers it is necessary to ensure that there is always management cover at the Family Resource Centre and therefore the establishment of one manager and two senior posts needs to remain. The current Service Manager responsible for the Family Resource Centre spends a considerable proportion of her time at the Centre and this level of senior management support will not be possible in the new structure. 2. Two support roles are not considered to be necessary. You will note however that the feedback on the Team Assistant job description has been accepted and this role has been re-evaluated at SCP 24 – 27. 3. The operationalisation of these changes, which will require some changes of process at the Centre, will be completed between the close of consultation and the end of March 2015 ready for the new structure to go live on 1 April 2015.
Family Support Workers	Concerns that the support to social work teams from non-social work qualified staff (current Family Support Workers, Senior Family Support Workers and Social Work Assistants) will be diluted under the new structure as the resources will be stretched so thin. There will be fewer workers to cover an increased and varied case load. Taking case responsibility will take time away from providing the intensive support the families we work with need.	<p>It is not the intention of this structure to diminish the provision of support to social workers. Each area of the Delivery Unit (CAF, Social Care, YOS) will be allocated a proportion of the time available from the Youth and Family Support Service to work on their cases.</p>
HR	The option for an enhanced early retirement package should have been an option for Principal Practitioners who don't want to do a further accreditation and who are facing demotion prior to retirement as a consequence.	<p>There will be more posts than employees for both Advanced Social Worker and Social Worker roles. The council are not looking to reduce numbers of employees in these key front line services and therefore no early retirement packages have been considered. Further recruitment to these posts will be essential to complete the proposed structure in these areas.</p>
Intervention and Planning	<p>Concerns regarding the proposal for the Intervention and Planning Team</p> <ol style="list-style-type: none"> 1. I am concerned about the proposed size of the team. We currently work in teams of 6-8 professionals (including social workers, family support workers and assistant social workers), with one team manager role. It has been my experience that smaller teams are more effective at supporting one another and is a manageable size for one team manager role to manage. Smaller teams allow for team members to form closer relationships; support one another and allow for an overview of each other's cases which allows us to cover in an emergency. This is less achievable where there are larger teams; team relationships may be more fractured; we are less likely to know our colleagues cases. I am concerned that larger teams will be detrimental to team moral which is an important factor in helping staff to remain motivated and resilient in such a challenging role. 2. I am concerned about the introduction of a deputy team manager. I believe this will create an added layer of complexity and potential for confusion and repetition when seeking managerial advice and during decision making. The addition of a deputy team manager creates an additional layer of management, which does not appear to be in keeping with the 'General Theme of reducing number of different teams so fewer levels of management' (Presentation: Transforming Delivery Open Consultation 22 September 2014). 3. I am concerned about the potential remit of work for the Intervention and Planning team and the proposal that non-permanent Looked After Children and Looked After Children where there are ongoing court proceedings. I feel this is potentially a difficult range of cases to hold with a variety of statutory demands. Currently, there does not appear to be a clear proposal of how this work will be managed in the team and therefore practitioners could potentially have a case load of Child in Need, Child Protection and Looked After Children and it is not currently clear whether this will be reflected in our case load allocation / number of cases and whether will consideration be given to the complexity of the cases and the complexity of demands on social workers. I appreciated that although social workers in the child in need teams currently hold a mixture of Child in Need, Child Protection and Looked After Children – the proposal increases the length of time the practitioner may be involved. Whilst it is positive that this potentially reduces the amount of changes for families, change is not always a negative experience for families or practitioners and I am concerned that the current proposals as a whole will increase practitioner burn-out rates. It is not currently clear what emotional support will there be for Social workers under the new proposals. 	<ul style="list-style-type: none"> • It is recognised that there are advantages to smaller teams, but equally there are disadvantages. The proposals for larger teams with Deputy Managers although a change for Barnet are not uncommon in other authorities. • The proposals for team sizes have been modelled based on an in depth analysis of data and process to provide manageable case loads for all. The proposals do not include any reduction in the number of case holding social workers. • Support will continue to be available to social workers through the usual line management arrangements, team meeting etc.
MASH Team	The proposal includes 3 Social Workers - this needs to indicate senior SW only as they will need to have at least three years' experience possibly with some front line experience to be able to work quickly and be confidently in their decision making re thresholds for BRAG rating	<p>As there are no NQSWs designated for the MASH, any staff within this team will have to be in their third year of practice post qualification as a minimum.</p>

Area	Question / proposal	Response and rationale
MASH Team	There should be an Advanced Practitioner post in the MASH	The MASH has within its establishment a Deputy Team Manager and therefore it is not necessary to also have an Advanced Social Worker in a team of this size.
Social Care	All of the Social Care Heads of Service roles should be graded at the same level as all the roles hold risk and have significant responsibility for making decisions, being creative, flexible and adaptive, budget management etc.	The job descriptions for all of the Head of Service roles were written and evaluated under HAY and are graded within the Council's pay banding structure.
Social Care	Private Fostering – the new structure places private fostering in the children in care teams within the Permanence & Transitions service, which team will carry out the assessments of Private Foster Carers? These assessments must be carried out within 35 days, whilst it does seem logical for the visits to privately fostered children to be within this team it would also be possible to allocate them within the CAF team who could also monitor the children's welfare and where necessary coordinate universal services via a CAF. The on-going awareness raising of Private Fostering within the professional network, reporting to the Safeguarding board, nomination of a senior lead officer and developing a range of support services has not been possible to sustain in the current structure. I am unsure how these functions will be facilitated within busy casework teams as is proposed.	<ul style="list-style-type: none"> Initial assessments will be completed in DATs. Assessment of Private Foster Caring arrangements will be completed in Children in Care. The proposal is to ensure a focus on a child within a team focussed on supporting children not living with their parents. One of the Children in Care Team managers will have a specialism in Private Fostering with senior responsibility with the Head of Permanence, Transitions and Corporate Parenting.
Social Care	The role of Senior Practitioner should not be removed, as the current proposals include only a generic Social Worker job description.	It is not being removed and the responsibilities of Senior Social Workers are included within the generic job description with the different experience reflected in the range of grading
Support	The SCP of the R90 - Support Officer roles does not appear to be high enough given the demands of the role.	The job descriptions were evaluated under GLPC, which is the agreed evaluation methodology between Trade Unions and the Council. The grading therefore reflects the responsibilities of the role that are described in the job description.
Virtual School	The posts within the proposed structure of the Virtual school appear inadequate to the needs of Looked after Children who often present in large numbers with social, emotional and mental health difficulties. The identified posts do not identify a means where specialist input would be provided to groups of young people who would present with severe or moderate difficulties. Time is of the essence in dealing with issues, and it will be very important to maintain a level of expertise available to handle the issues that present.	The Educational Psychology Service will be a 'traded service' and (as is available currently) the Virtual School will purchase this traded service to work alongside the Virtual School so no changes to the establishment need to be made.
Virtual School	Within a Virtual school, there is a huge reliance on timely and accurate data in order to provide an efficient, responsive service. Considering the JDs and posts available there is a risk that reliable data requests may not be dealt with in a timely fashion or be available to guide the work of the Virtual school.	Systems for data management for the Virtual School are currently being explored by the Data and Performance team and a 'cost benefit' analysis is being undertaken to look at different data systems that could be purchased as well as looking at how the existing ICS system can be tweaked to improve education and PEP data collection. Having more efficient systems should enable the Caseworkers to gather and record information and data on all schools and also social workers to record information more efficiently. Data can then be extracted from the systems so regular performance monitoring information is available.
Virtual School	R44 – Headteacher. Professional qualifications/memberships: UK Qualified teacher status, National Professional Qualification for Head Teachers (NPQH) if not already a Head Teacher – dependent on the salary grade. This requirement does not consider possible applicants with alternative headship and management qualifications and provides a disadvantage to those persons who might have relevant expertise.	Posts nationally that have been researched have all been clear in requiring QTS or NPQH as detailed in the proposed JOB DESCRIPTION for the post, this does not negate that other colleagues who might apply will have other skills, qualifications and expertise but the clear intention at this time is to attract an individual with QTS or NPQH.
Youth and Family Support	The following email (or very similar wording received from a number of employees) I am in the position where I have been ring fenced for the post of Family Support Worker. I have had a general meeting with my Link manager about my thoughts and wish to make the following points in relation to pay and the new proposed Job Description. 1. I would like to make an appeal against the proposed pay scale for the post of Family Support Worker. I feel that the spinal point drop is unfair and completely unjustified. There has been no explanation for why this decision was made. 2. I have noted that the job description will now be requiring us to do unsociable hours with the suggestion of working weekends. Personally, I feel that this kind of added demand on our time is reason to introduce a pay rise NOT a pay decrease.	The job descriptions were evaluated under GLPC, which is the agreed evaluation methodology between Trade Unions and the Council. The grading therefore reflects the responsibilities of the role that are described in the job description. The Service will need to be flexible to meet the needs of families and young people who often require support and services outside of office hours at evenings and weekends when they are not at school or work. Initially the working arrangements for the team will be expected to be based around the core council hours, but in a similar manner to current working arrangements in Safer Families, IFF and Social Care teams with flexibility about when the working day may start and finish to best meet the needs of clients and deliver the required services. As the Service develops it is anticipated that the requirements from the service may develop with the ability to deliver services regularly both later in the evening and at weekends.

Area	Question / proposal	Response and rationale
Youth and Family Support	<p>There should be more Family Support Workers in the new structure. We play a vital role as we are able to be in the family on a weekly basis and the Social Workers rely on us for being the eyes and ears to observe, feedback, assist in trying to prevent the breakup of families where every possible or collating evidence to be used in assessments to go towards statements for court, if the situation requires.</p>	<p>Difficult decisions have had to be made to enable the budget reductions to be delivered. It is accepted that Family Support Workers play a valuable role; however there is a financial constraint which has had to be applied across the Delivery Unit.</p>
Youth and Family Support	<p>I would like the following points to be included in the consultation feedback in relation to Barnet's investment in the IAPT programme.</p> <p>IAPT stands for Improving Access to Psychological Therapies. In 2013, professionals from CAMHS (Child and Adolescent Mental Health Services) put in a joint bid with the Intensive Family Focus (IFF) Team to deliver and roll out these new services. Our joint bid was successful. As a result, 3 practitioners from the IFF team went through an interview and selection process to train as therapists with UCL and Kings College London. In order to qualify, we needed to have a level 4 qualification.</p> <p>For the past year, myself and 2 other practitioners have been training as Therapists in the view that once we have qualified, we would roll out this new service for the borough. Our therapy training enables us to assess and treat conduct disorders in child and adolescents.</p> <p>Conduct disorders (which includes ADHD), when left untreated, can cost Councils, Mental Health Services, Youth Offending Services and Police Departments over £15,000 per person. This is why the IAPT training exists and why Barnet joined forces with CAMHS to train professionals to treat these conditions.</p> <p>Once qualified, myself and two other practitioners will have gained a Post Graduate Diploma in Child and Adolescent Therapy – (Conduct Disorders and Parenting Strand). This is a level 7 qualification. We have trained as specialists under the pretence that in January 2015, we would be rolling out this treatment programme and would continue to take referrals.</p> <p>When Barnet signed up to the IAPT programme, they were given money from the NHS to backfill our posts so that we would be released to study for 3.5 days a week (each). Our posts were not backfilled. I feel that the IAPT programme has been left out COMPLETELY in this consultation process and there has been no mention of its continued existence after March 2015. The only mention I can see of IAPT is when it has been loosely mentioned in the new job description for Family Support Worker (which only requires a person to hold a level 3 qualification). In the job description, it mentions IAPT alongside a list of generic training that people can complete within 4 days. This training has taken me a year Full Time to complete and I do take offence that it is being mentioned alongside generic training.</p> <p>I can only assume that because the IFF team have been subject to 4 management changes in less than a year so maybe somewhere along the line, IAPT has been lost and its purpose has been misunderstood.</p> <p>After a discussion with the data collection link at CAMHS, she informed me that many partnerships who have failed to roll out the IAPT initiative after they had signed up to it have been asked to pay the invested money back to the NHS. Maybe this needs to be looked into? I believe we are still required to provide information to the Department of Health.</p> <p>On a closing note, I do want to share my thoughts that I am disappointed that Barnet is not recognising the effort that 3 practitioners have put into their studies over the past year in order to roll out a well tested and well needed specialist service for conduct disorders. In the future, having practitioners trained to assess and treat conduct disorders could save the borough money in the future.</p>	<p>It is recognised that the IAPT Programme is a valuable initiative to meet the needs of the children and young people in Barnet and the design of the new team will take this into account. As has been recognised throughout the consultation there is no definitive proposal yet as to the exact services / interventions that will be offered by the Youth and Family Support Service, but also as has been said throughout the consultation the Youth and Family Support Teams will:</p> <ul style="list-style-type: none"> • Provide evidence based, high quality interventions based on commissioning need • Offer a defined set of interventions so that the cost, productivity and effectiveness of the Service can easily be assessed and evidenced <p>The detailed design of the teams and the operational framework will be based on an in depth needs analysis. This will be a detailed analysis of needs within the Borough to be addressed by the Youth and Family Support Service and the desired outcomes to be delivered. This analysis will identify cohorts presenting needs, demand, geographic and other relevant factors, current negative impacts and positive outcomes required in priority order.</p> <p>A key component of the operational framework for the teams will be the Service Catalogue. This will identify the interventions that will be available to be delivered by the Service. This will include needs addressed, expected outcomes, timescales, intensity, costs, measurement means, resourcing. All interventions will be evidence based with resourcing profiles, methods of measuring outcomes and assessed to be value for money.</p>

Area	Question / proposal	Response and rationale
<p>Youth and Family Support</p>	<p>The plans for the Family Support team are based on a model of social care, not Early Help. From looking at the JDs it's clear the work will be Early Social work, not Early Intervention.</p> <p>There is a strong emphasis on prioritising according to needs, which, where a child is at risk of immediate harm, is of course imperative. But my fear is there are so many high risk cases - referred as high priority requiring immediate response, so that those with cases seen at the time as of less significant risk will be put aside. The result will be problems escalate and intervention is only offered when risks are very high. We have seen this happen already over the past 6 months. The new structure proposes a decrease in staff resources, essential we understand, but the long term picture if this strategy implementing a social care model is that children's lives will NOT improve, risks will not decrease and child protection costs will soar because families will not get help early enough.</p> <p>All the research around what works with families with Multiple and Complex needs demonstrates that families need a dedicated worker who they are able to engage with, does not stigmatise or judge them and works alongside them. Support must be intensive and takes time. If Early Help is to be effective and save money in the long term, sufficient time must be committed to build trusting, effective boundaries relationships alongside families to ensure sustainable change happens. The new service proposed, integrating and supporting social care will not make this work possible.</p> <p>Why are Barnet turning away from all the evidence produced over recent years by Graham Allen, Eileen Munro, Early Intervention Foundation and the FIP? Other boroughs are investing further in Early Help as is the Troubled Families Programme so why are Barnet turning the clock back 10 years, going against the evidence and service trends elsewhere? Is this the model we want Ofsted to see when they come in, as expected?</p> <p>Social workers do not have the capacity to be persistent and intensively work with families as their role is to manage and respond to immediate safeguarding concerns.</p> <p>As this is the model the new structure has been built on how is this efficient? How are the needs of service users being met if they constantly fail and need to be re-referred?</p>	<ul style="list-style-type: none"> • The Family Support Teams will provide interventions across the thresholds - Early Intervention, Social Care and YOS. Their responsibilities will be to provide interventions at which ever level to prevent cases escalating with the objective of helping cases to be de-escalated and move down the thresholds. • A significant % of the time of the team will be spent on cases at the CAF Threshold, therefore this is not just about supporting high need social care cases • The teams will provide targeted support at the earliest possible point to prevent escalation and ensure value for money • The new service does not turn away from nationally recognised evidence for best practice.

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Appendix 5 - Family Services Proposed Gradings

Code	Job Title	Area	Team	Evaluated SCP
E&S 1	Business Support & Communications Team Manager (E&S)	Education & Skills	Education & Skills	36 - 39
E&S 2	Senior Business Support Officer (E&S)	Education & Skills	Education & Skills	28 - 31
E&S 3	Business Support Officer (E&S)	Education & Skills	Education & Skills	19 - 22
E&S 4	Communications Officer (E&S)	Education & Skills	Education & Skills	25 - 28
E&S 5	Strategy, Analysis & Performance Officer (E&S)	Education & Skills	Education & Skills	33 - 36
E&S 6	Senior Data and Systems Officer (E&S)	Education & Skills	Education & Skills	45 - 48
E&S 7	Data Quality Officer (E&S)	Education & Skills	Education & Skills	31 - 34
E&S 8	Senior Business Resource and Contracts Officer (E&S)	Education & Skills	Education & Skills	34 - 37
E&S 9	Resource and Contracts Officer (E&S)	Education & Skills	Education & Skills	28 - 31
R118	CAF Team Manager	Intake & Assessment	CAF	52 - 55
R32	CAF Deputy Team Manager	Intake & Assessment	CAF	43 - 46
R82	CAF Social Worker	Intake & Assessment	CAF	33 - 42
R98	CAF Co-ordinator	Intake & Assessment	CAF	39 - 42
R103	Duty Support Officer	Intake & Assessment	MASH	27 - 30
R108	MASH Support Practitioner	Intake & Assessment	MASH	29 - 32
R28	Children in Care Support Practitioner	Permanence, Transitions and Corporate Parenting	Children in Care	29 - 32
R127	Occupational Therapist	Permanence, Transitions and Corporate Parenting	Disabled Children's Team	33 - 42
R230	Senior Disabled Children's Support Practitioner	Permanence, Transitions and Corporate Parenting	Disabled Children's Team	38 - 41
R231	Disabled Children's Support Practitioner	Permanence, Transitions and Corporate Parenting	Disabled Children's Team	28 - 31
R109	Contact Supervisor	Permanence, Transitions and Corporate Parenting	Family Resource Centre	29 - 35
R16	Domestic Assistant	Permanence, Transitions and Corporate Parenting	Family Resource Centre	8 - 11
R21	Family Resource Centre Manager	Permanence, Transitions and Corporate Parenting	Family Resource Centre	50 - 53
R75	Family Resource Centre Team Assistant	Permanence, Transitions and Corporate Parenting	Family Resource Centre	24 - 27
R88	Senior Contact Supervisor	Permanence, Transitions and Corporate Parenting	Family Resource Centre	40 - 43
R105	Personal Advisor	Permanence, Transitions and Corporate Parenting	Onwards and Upwards	33 - 39
R6	O&U Business Support Officer	Permanence, Transitions and Corporate Parenting	Onwards and Upwards	28 - 31
R74	Support Worker	Permanence, Transitions and Corporate Parenting	Onwards and Upwards	29 - 32
R44	Headteacher	Permanence, Transitions and Corporate Parenting	Virtual School	Soulbury
R50	Access and Inclusion Manager	Permanence, Transitions and Corporate Parenting	Virtual School	47 - 50
R58	Caseworker	Permanence, Transitions and Corporate Parenting	Virtual School	32 - 35
R65	VS Project Officer	Permanence, Transitions and Corporate Parenting	Virtual School	33 - 36
R27	Adoption Support Practitioner	Placements	Adoption	29 - 32
R26	Carer Recruitment & Assessment Team Manager	Placements	Carer Recruitment & Assessment	52 - 55
R33	Foster Carer Peer Support Co-ordinator	Placements	Carer Recruitment & Assessment	29 - 32
R51	Panel Co-ordinator	Placements	Carer Recruitment & Assessment	24 - 27
R7	Campaigns Officer	Placements	Carer Recruitment & Assessment	34 - 37
R85	Recruitment Co-ordinator	Placements	Carer Recruitment & Assessment	29 - 32
R100	Placements Officer	Placements	Placements	31 - 34
R45	Information and Resources Officer	Placements	Placements	23 - 26
R54	Placements Team Manager	Placements	Placements	47 - 50
R115	Allegations Team Manager (LADO)	Safeguarding and Quality	Allegations (LADO)	51 - 54
R63	SARs Officer	Safeguarding and Quality	Allegations (LADO)	31 - 34

Appendix 5 - Family Services Proposed Gradings

Code	Job Title	Area	Team	Evaluated SCP
R104	Conference and Review Administrator	Safeguarding and Quality	Conference & Review	19 - 22
R107	Conference and Review Officer	Safeguarding and Quality	Conference & Review	47 - 50
R116	Conference and Review Team Manager	Safeguarding and Quality	Conference & Review	52 - 55
R34	Foster Carer Reviewing Officer	Safeguarding and Quality	Conference & Review	47 - 50
R84	Conference and Review Support Officer	Safeguarding and Quality	Conference & Review	31 - 34
R17	Domestic Violence Co-ordinator	Safeguarding and Quality	Domestic Violence	39 - 42
R49	MARAC Co-ordinator	Safeguarding and Quality	Domestic Violence	25 - 28
R226	Practice Standards Manager	Safeguarding and Quality	Practice Standards	52 - 55
R36	Head of Intake & Assessment	Senior Management Team	Intake & Assessment	701 - 703
R37	Head of Intervention & Planning	Senior Management Team	Intervention & Planning	704 - 706
R38	Head of Youth and Family Support	Senior Management Team	Intervention & Prevention	701 - 703
R39	Head of Permanence, Transitions and Corporate Parenting	Senior Management Team	Permanence, Transitions and Corporate Parenting	701 - 703
R40	Head of Placements	Senior Management Team	Placements	704 - 706
R41	Head of Safeguarding and Quality	Senior Management Team	Safeguarding and Quality	701 - 706
R42	Head of Service Commissioning & Business Improvement	Senior Management Team	Service Commissioning & Business Improvement	704 - 706
R43	Head of Libraries, Workforce and Community Engagement	Senior Management Team	Libraries, Workforce and Community Engagement	701 - 703
R13	Data & Performance Manager	Service Commissioning and Business Improvement	Data & Performance	52 - 55
R46	Information Management Officer	Service Commissioning and Business Improvement	Data & Performance	40 - 43
R69	Senior Data & Systems Officer - (Social Care & EI)	Service Commissioning and Business Improvement	Data & Performance	45 - 48
R70	Senior Performance Analyst	Service Commissioning and Business Improvement	Data & Performance	42 - 45
R71	Senior Systems Analyst	Service Commissioning and Business Improvement	Data & Performance	40 - 43
R78	YOS Data, Systems & Performance Officer	Service Commissioning and Business Improvement	Data & Performance	40 - 43
R91	Systems Analyst	Service Commissioning and Business Improvement	Data & Performance	32 - 35
R97	Systems Helpdesk and Training Officer	Service Commissioning and Business Improvement	Data & Performance	31 - 34
R99	Performance Analyst	Service Commissioning and Business Improvement	Data & Performance	30 - 33
R14	Development Projects Manager	Service Commissioning and Business Improvement	Development Projects	49 - 52
R15	Troubled Families Analyst	Service Commissioning and Business Improvement	Development Projects	31 - 34
R102	Financial Administration Officer	Service Commissioning and Business Improvement	Finance	27 - 30
R31	Family Services Finance Manager	Service Commissioning and Business Improvement	Finance	49 - 52
R81	Financial Administration Assistant	Service Commissioning and Business Improvement	Finance	18 - 21
R87	Senior Financial Administration Officer	Service Commissioning and Business Improvement	Finance	34 - 37
R68	Senior Commissioner	Service Commissioning and Business Improvement	Finance, Insight & Commissioning	44 - 47
R73	Strategy, Insight & Commissioning Manager	Service Commissioning and Business Improvement	Strategy, Insight & Commissioning	51 - 54
R83	Contract Monitoring Officer	Service Commissioning and Business Improvement	Strategy, Insight & Commissioning	29 - 32
R89	Strategy & Insight Officer	Service Commissioning and Business Improvement	Strategy, Insight & Commissioning	38 - 41
R9	Commissioner	Service Commissioning and Business Improvement	Strategy, Insight & Commissioning	42 - 45
R106	Deputy Team Manager	Social Care	Social Care	43 - 46
R112	Social Work Team Manager	Social Care	Social Care	52 - 55
R113	Advanced Social Worker	Social Care	Social Care	42 - 45
R114	Social Worker	Social Care	Social Care	33 - 42
R10	Communications Officer	Libraries, Workforce and Community Engagement	Communications & Complaints	30 - 33
R12	Complaints & FOI Officer	Libraries, Workforce and Community Engagement	Communications & Complaints	28 - 31

Appendix 5 - Family Services Proposed Gradings

Code	Job Title	Area	Team	Evaluated SCP
R11	Communications, Complaints and Support Manager	Libraries, Workforce and Community Engagement	Communications, Complaints and Support	47 - 50
R53	Participation Worker	Libraries, Workforce and Community Engagement	Engagement & Participation	32 - 35
R76	Voice of the Child Co-ordinator	Libraries, Workforce and Community Engagement	Engagement & Participation	39 - 43
R110	Practitioner Support Assistant	Libraries, Workforce and Community Engagement	Practitioner Support	19 - 22
R57	Practitioner Support Officer	Libraries, Workforce and Community Engagement	Practitioner Support	36 - 39
R119	SEND Information & Advice Support Service Support Officer	Libraries, Workforce and Community Engagement	SEND Information, Advice and Support Service	23 - 26
R52	SEND Information & Advice Support Service Manager	Libraries, Workforce and Community Engagement	SEND Information, Advice and Support Service	39 - 42
R96	SEND Information & Advice Support Service Caseworker	Libraries, Workforce and Community Engagement	SEND Information, Advice and Support Service	29 - 32
R90	Support Officer	Libraries, Workforce and Community Engagement	Support	24 - 27
R220	Early Years Workforce Development Officer	Libraries, Workforce and Community Engagement	Workforce Development	29 - 32
R222	Learning and Development Officer	Libraries, Workforce and Community Engagement	Workforce Development	43 - 46
R223	Learning and Development Support Officer	Libraries, Workforce and Community Engagement	Workforce Development	22 - 25
R224	Workforce Development and Learning Manager	Libraries, Workforce and Community Engagement	Workforce Development	48 - 51
R23	Family Support Team Manager	Youth and Family Support	Family Support Team	52 - 55
R25	Deputy Family Support Team Manager	Youth and Family Support	Family Support Team	42 - 45
R29	Family Support Practitioner	Youth and Family Support	Family Support Team	29 - 32

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London Borough of Barnet
Family Services Transformation
Appendix 6 - Recruitment Process
November 2014

CONTENTS

Section	Title	Pages
1.0	Purpose	
2.0	Terminology	
3.0	Workforce Status	
4.0	Recruitment Process	

1.0 PURPOSE

This processes aims to bring together all of the briefings, questions, FAQ's and queries that have been responded to during consultation in to one reference document to cover the recruitment process and outcome activity.

2.0 TERMONOLOGY

2.1. Assimilation:

An individual is assimilated to a post if their current role is at least a 55% match to the new role and their current SCP is either 2 up or 4 down from the proposed grading of the role in the new structure

In some cases employees who have been matched to a generic role and therefore assimilated will have been asked to complete a preference form to state an interest in specific teams. Preference forms were submitted by affected employees between 6 and 20 October.

Whilst preference forms were submitted the allocation of people to roles is a management decision based on the needs of the Service. Management representatives will identify where skills, expertise and experience of individual's best benefit service users. Preferences are considered as part of the matching process but some employees will be matched to teams they may not have specified.

The council has a duty to minimise any potential redundancies therefore following the formal notification of assimilation those employees that have been assimilated will not be eligible to apply for any roles in the transformation process. Employees at risk of redundancy will have the first opportunity to apply for vacant role in the new structure. If roles remain vacant in Open Competition Phase 2, detailed below, those that were assimilated can then apply for advertised roles.

2.2. Ring-fence:

Those that are ring fenced follow the same principles as assimilation but there are more people than posts. An individual is assimilated to a post if their current role is at least a 55% match to the new role and their current SCP is either 2 up or 4 down from the proposed grading of the role in the new structure.

Those in ring-fenced competition were given the opportunity to express preferences in the timescales above. These preferences may prevent a further interview process in some cases. Where preferences are chosen that release the need for competition these employees will then be assimilated and will no longer be at risk of redundancy.

Recruitment to ring-fenced posts is limited to those that meet the criteria for that ring-fence only.

Employees that have been ring-fenced are at risk of redundancy and therefore meet the criteria to apply for any of the roles available in the new structure and can apply for them in Open Competition Phase 1, detailed below, as well as the roles they are ring-fenced to.

2.3. No Match to Role:

This is where employees have been notified that they are at risk of redundancy and there is no match to their current role profile in the new structure. Therefore employees with no match to a new role meet the criteria to apply for any of the roles available in the new structure and can apply for them in Open Competition Phase 1, detailed below.

2.4. Open Competition:

There will be two phases of open competition for posts.

Open Competition Phase 1: Employees who are at risk of redundancy, either ring-fenced or have not been matched to a role in the new structure, can apply for these vacant posts in the new structure when they are advertised immediately after GFC approval.

Open Competition Phase 2: Any remaining roles that have not been filled by employees at risk of redundancy will be eligible to apply for posts in phase 2 of the recruitment process.

Phase 2 will be staged recruitment available to council wide redeployees, internal applicants and where posts are not filled will be advertised externally. The staging of these groups will be released on a case by case basis depending on availability of relevant skills in the council and on the open market following Phase 1.

3.0 WORKFORCE STATUS

3.1. Letters to Employees:

Following General Functions Committee approval of the new structure all employees will receive a letter to confirm their status following consultation.

Letters will confirm whether an employee is assimilated and the details of their assimilated post, whether they are ring-fenced and at risk of redundancy or that they are at risk of redundancy and there are no matches to their existing role profile.

3.2. Agency Workers:

Agency workers/contractors/interim workers/locums are not eligible to apply for roles in Open Competition Phase 1. The council has a duty to minimise the number of employees made redundant and therefore during Phase 1 eligibility to apply for roles is only for those employees at risk of redundancy.

During Open Completion Phase 2 agency workers may apply for internal roles after they have been advertised to the wider council redeployees.

4.0 THE RECRUITMENT PROCESS:

4.1. Timetable:

Date	Action
03/11/2014	Trade Union meeting for LBB formal feedback and close staff consultation
03 - 05/11/2014	Staff briefings for LBB feedback and formally close staff consultation
04, 06, 07/11/2014	Interview skills workshops, employees to be invited in separate email
11/11/2014	General Functions Committee to approve implementation of new structure
12/11/2014	Start of recruitment process, ring-fenced and open competition phase 1 posts advertised for employees at risk of redundancy, subject to General Functions Committee approval
12/11/2014 – 19/11/2014	Application for vacant posts in new structure via personal statements to be completed and submitted for all employees at risk of redundancy
20/11/2014	Interviews for Head of Service posts (as previously stated the Heads of Service roles will, following completion of the initial ring fence process, be the first roles advertised internally before, if necessary, going out to external advert. This is to ensure the top tier of management is in place to support the transformation)
21/11/2014	Applicants for Head of Service posts provided outcomes
24/11/2014 – 10/12/2014	Interviews for all candidates at risk of redundancy (other than Head of Service posts)
12/12/2014	Recruitment process complete for Ring-fenced roles and Open Competition Phase 1
15/12/2014	All staff informed of outcome of recruitment process– outcome letters
15/12/14 - 31/03/15	Open Competition Phase 2
31/03/2015	Last day of service for those given notice of redundancy
01/04/2015	New structure live

4.2. General Functions Committee (GFC):

This is the elected member committee with the responsibility for employee matters. The Family Services (FS) Transformation will go to GFC on 11 November 2011, this is post staff consultation. The Family Services Director will be requesting approval to implement the new post consultation structure.

The above timetable and any future activity with regard to recruitment to the new structure is subject to GFC approval.

4.3. Exceptions:

Head of Service Roles: the Heads of Service roles will, following completion of the initial ring fence process, be the first roles advertised internally before, if necessary, going out to external advert. This is to ensure the top tier of management is in place to support the transformation.

Social Workers and Advanced Practitioners (Social Work roles): Following the assimilation of existing Social workers in to the posts in the new structure there will still be a number of vacancies in these key frontline services.

The council are unable to continue to hold vacancies in these areas and the recruitment process will be lengthy, the council have historically found it difficult to recruit to these roles.

The council is aware that there are employees within the pool at risk of redundancy that have Social Work qualifications but are not currently working in this area and may wish to apply for these roles.

The remaining post assimilation Social Work roles will be advertised in Open Competition Phase 1 subject to GFC approval of the structure. These posts will be advertised to employees at risk of redundancy in the Family Services Transformation, the wider council redeployment pool, internal employees and to external advert at the same time.

As open competition roles these will have a minimal appointable criteria.

Employees at risk of redundancy will be given priority in the assessment process.

4.4. Support:

Continued Support for Employees At Risk of Redundancy: Employees at risk of redundancy will continue to draw down on the support available to them including:

- Link Managers
- One:one meetings
- Employee surgeries
- Pension surgeries and briefings
- Trade Union colleagues
- Focus Group representatives
- Change and Me sessions
- Employee Assistance Programme:
 - Telephone: 0800 716 017
- Interview skills workshop

Interview Skills Workshops: Outplacement workshops were planned to be offered for those given notice of redundancy post 15 December 2014. Through consultation feedback employees are requesting interview skills workshops prior to their internal interviews, a number of employees have not had an interview for a number of years. Family Services are keen to support employees in this and have responded to consultation by putting on a series of interview skills workshops on 4th, 6th and 7th November.

4.5. Assessment Process:

Roles Advertised to Ring-fenced and No Match:

Weighting:

Preferences:

Personal Statements: - Ring fence – x 1 – Phase 2 1 per application

Interviews:

Technical Assessments/Competency based assessments:

Outcomes:

4.6. Redeployment:

Employees At Risk of Redundancy:

Link Managers Role through the Recruitment Process:

Notice of Redundancy: - last day of service 31 March 2015

Consultation on Potential Redundancy:

Redeployment:

Open Competition Phase 2:

Managing Organisational Change

1. Policy

This section deals with the principles that would be applicable in all forms of organisational change.

- 1.1 Barnet Council is a dynamic and modern organisation. To remain so there needs to be regular reviews of the needs of service users, the priorities of members, legal obligations, the successful application of new technology and budgetary requirements.
- 1.2 Barnet Council will take all reasonable steps to avoid compulsory redundancy. Meeting this aim means that employees will need to be flexible in how the workforce is structured and distributed and in the number of people employed and their location.
- 1.3 It is recognised that employees are the most valuable resource and that managers need to deal with organisational change in a way that reduces the disruptive effects of change. When employees are affected by an organisational change:-
 - the employees concerned will be treated in a fair and equitable way
 - advance notice of the impending change is given to the employees concerned 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
 - redeployment opportunities will be maximised
- 1.4 Management will consult with recognised trade unions and staff on issues which, for example:
 - involve changes to contracts of employment
 - relate to discretionary aspects of implementation of national agreements
 - may potentially lead to redundancy
 - involve major changes in working practices, location of employees
 - involve introduction of, or changes to, local procedural agreements
 - issues raised, as a result of consultation, by individuals or the trade unions will be given due and timely consideration and, if possible, incorporated into the proposals.

- 1.5 Barnet Council will ensure that each employee has had an opportunity to discuss in a meeting the reasons for the redundancy, the pool for selection, the criteria, and any alternative employment.
- 1.6 A Redundancy and Redeployment Committee will normally be established to ensure the most efficient use of Council Resources.
- 1.7 Management will be responsible for designing the organisation and will share this information with employees and recognised trade unions. Barnet Council recognises that change can be a stressful time for the people involved and will tailor specific Employee Support programmes to support employees through the change.
- 1.8 Different terms may apply on particular dates and employees will receive the appropriate compensation applicable to the employee's last day of employment. This may be less than employees who have left the organisation on earlier dates.
- 1.9 In certain genuinely exceptional circumstances, consideration can be given to making a one-off payment, based on the merits of each individual case, up to the maximum permitted under the regulations* (i.e. 104 weeks' pay calculated on a sum up to the employee's actual week's pay) taking into account continuous service with employees listed under the Redundancy Payments (Continuity of Employment in Local Government etc) (Modification) Order 1999). There will be no right for employees to access this payment and the decision will be made on the circumstances as they relate to the particular individual. The payment incorporates the employee's statutory redundancy entitlement.

* The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 and The Teachers (Compensation for Redundancy and Premature Retirement (Amendment) Regulations 2006

- 1.10 The above forms the Council's policy as October 2010, it should be noted that:-
 - the policy does not confer any contractual rights
 - the Council will retain the right to change the policy at any time, recognised trade unions will be consulted.
 - The policy will be reviewed in September 2012

2. Procedure

This section deals with the procedures applicable when managing organisational change

2.1. Redeployment

Local Restructures - redeployment procedure

2.1.1. Where the duties and skill requirements of jobs at the same grade within a new structure are sufficiently similar to those of existing jobs, the appointment of particular employees without the requirement for a competitive process will take place.

2.1.2. Where 55% or more of an existing substantive role is contained within a new post at the same grade the individual will be appointed without competition or selection to the new post.

2.1.3. If the 55% rule above applies and there are more staff at that grade who have a claim on the role than there are posts available, the post(s) will be ring fenced and only those meeting the 55% rule at that grade will be able to apply for the posts. Decisions about who is to be in each ring-fenced pool will be determined taking each case on its merits. Selection will be based on objective, fair criteria.

2.1.4. Where no individual currently holds 55% or more of their existing substantive role within a new post at the same grade, the post will be open for competition. New posts will be appointed to through a formal assessment process.

Council Wide - redeployment procedure

2.1.5. Employees who have not been successful in securing an alternative post within a revised structure at the same grade, or for whom a revised structure does not apply will be deemed at risk of redundancy and fall within the Council Wide redeployment process. Employees will be given formal notice that they are at risk of redundancy and full consultation will take place with them. They will be advised of their right to be accompanied by a work colleague or trade union representative at any meetings to discuss their situation.

2.1.6. Staff who have been advised that their jobs are at risk of redundancy will be given priority consideration for redeployment to roles which are up to four spinal column points (scp) lower. Where an employee demonstrates that he or she fulfils the essential criteria for a post, he or she will be selected for interview over and above other candidates who may not be at risk of redundancy.

2.2. Pay Protection

2.2.1. Where an employee who is at risk of redundancy is not placed in a job of the same grade, he or she may be redeployed into a job up to four scp below the bottom of their substantive grade, subject to the process set out in 2.1 above.

2.2.2. Where an employee is offered a new job at a lower grade, his or her substantive pay will be “capped” at the maximum pay for that grade.

2.2.3. Where the action in 2.2.2 results in a reduction of substantive pay i.e. the substantive pay on the lower grade is less than the substantive pay of the higher grade, the employee may receive Pay Protection.

2.2.4. Pay Protection is calculated from the employee’s substantive scp prior to redeployment and is capped to the lower of a maximum of four scp above the top of the grade appointed to following redeployment or the job holders scp prior to redeployment.

2.2.5. The period of the Pay Protection is calculated by reference to the table below:-

Continuous Local Government Employment	Pay Protection Period
Less than two years	Equivalent to their contractual notice period (subject to a maximum of three months)
Two years plus but less than five years	Six months
More than five years	One year

Teachers Pay Protection is governed by School Teachers Pay & Conditions Document, issued by the Department for Education.

2.2.6. Following the period of protection the employee will be paid on the scale applicable to the new post.

2.2.7. Pay Protection will only apply where there is a reduction in the substantive pay that the employee will receive and will apply for a maximum of one year.

2.2.8. Substantive pay is basic salary without overtime or other non-contractual payments. During the period of protection the protected salary will be ‘frozen’ and thus not attract incremental progression. Where the alternative employment is for different hours of work, either more or fewer than in the existing post, this will be taken into account in determining the extent of salary protection.

2.3. Voluntary Redundancy

2.3.1. The decision whether to award voluntary redundancy or early retirement is at the Council's absolute discretion and will include consideration of, amongst other things, financial and organisational issues.

2.3.2. Trade union representatives and employees will be notified at the earliest opportunity of the reasons for potential redundancy situations.

2.3.3. Full and meaningful consultation will take place with trade union representatives, and the period of consultation should exceed statutory requirements whenever information can be provided at an earlier stage.

2.3.4. At the start of the period of consultation information will be provided to the trade unions on:

- the reason for the proposed redundancies;
- the number and category of employees who may be redundant;
- the proposed unit of redundancy;
- the proposed method of carrying out redundancy dismissals;
- the period over which redundancies might be carried out;
- the proposed methods of calculating severance payments;
- an equality impact assessment methodology for any redundancy proposals;

2.3.5. A formal response to the trade unions' representations will be made.

2.3.6. Compensation for voluntary redundancy will be calculated using the table at Annex A. This table provides the number of weeks pay that the employee will be entitled to on being made redundant. It should be noted that from time to time different terms may be offered.

2.3.7. Having established the number of weeks compensation to be paid, perform the following calculation:-

Current substantive salary divided by 52.14, multiplied by number of weeks compensation = redundancy compensation

2.3.8. Where appropriate, employees will be invited to indicate their willingness to consider voluntary redundancy. Such indications will not imply any commitment on the part of either the Council or the individual.

2.3.9. The Council will consider applications for voluntary redundancy from employees not themselves at risk within an area where the need for redundancies has been identified where this may avert or reduce the need for compulsory redundancy.

2.3.10. Estimates of the potential benefits for the employee can be obtained in confidence and without prejudice from the HR department. Any offer of voluntary redundancy will be formally confirmed in writing with all the appropriate terms and conditions set out.

2.3.11. Employees who leave the Council through voluntary redundancy will only be eligible for re-employment after a suitable break in service, which will be a minimum of one month's duration.

2.4. Compulsory Redundancy

2.4.1. All avenues must be explored to ensure that recourse to compulsory redundancies is minimised.

2.4.2. Trade union representatives and employees will be notified at the earliest opportunity of the reasons for potential redundancy situations.

2.4.3. Full and meaningful consultation will take place with trade union representatives, and the period of consultation should exceed statutory requirements whenever information can be provided at an earlier stage.

2.4.4. At the start of the period of consultation information will be provided to the trade unions on:

- the reason for the proposed redundancies;
- the number and category of employees who may be redundant;
- the proposed unit of redundancy;
- the proposed method of carrying out redundancy dismissals;
- the period over which redundancies might be carried out;
- the proposed methods of calculating severance payments;
- an equality impact assessment methodology for any redundancy proposals;

2.4.5. A formal response to the trade unions' representations will be made.

2.4.6. Compensation for compulsory redundancy will be calculated using the table at Annex A. This table provides the number of weeks pay that the employee will be entitled to on being made redundant

2.4.7. Having established the number of weeks compensation to be paid, perform the following calculation:-

Current substantive salary divided by 52.14, multiplied by number of weeks compensation = redundancy compensation

2.4.8. Employees who leave the Council through compulsory redundancy will only be eligible for re-employment after a suitable break in service, which will be a minimum of one month's duration.

3. Guidance

This section provides operational guidance for managing change.

3.1 Change Process

Where there is a need for Organisational Change, the responsible manager will in conjunction with HR produce a consultation document setting out:

- the rationale for change
- the proposed new structure
- the impact upon employees

The manager will then consult with recognised Trade Unions and staff about the matters raised in this document. This consultation will normally include:

- A launch meeting with the Trade Unions
- A launch meeting with affected staff
- One to one discussions between Managers and their staff

The purpose of this consultation is to gather views. Managers will then consider the information submitted and as appropriate modify or change the Consultation Document. The outcome of the consultation should be briefed to Trade Unions and Staff.

At this stage the Change Programme can be implemented.

3.2. Employees at Risk of Redundancy

Employees who have been, or who are likely to be made compulsorily redundant, are defined as 'At Risk'. In all cases, the Council will endeavour to ensure notice of 'At Risk' status is given in sufficient time to enable those employees to find alternative employment within or outside the Council. The law removes entitlement to a statutory redundancy payment if an employee unreasonably refuses a suitable alternative role.

Employees who are at risk of redundancy will remain within their service area for the period of consultation. Where it is confirmed that their post will be made redundant they will remain in their service area, unless they are redeployed, for the duration of their notice period however during this period they will be given priority consideration for posts elsewhere in the Council.

3.3. Redundancy Selection Criteria

Where it has not been possible to avoid making employees compulsory redundant, objective criteria will need to be defined to enable the objective selection of employees to be made redundant. Illustrative criteria, which can be used singly, in combination, varied or added to subject to need prior to selection commencing, are shown at Annex B. The aim of these criteria is to select those scoring the lowest number of points for redundancy.

3.4. Redundancy Checklist for Managers

Attached at Annex C is a checklist to go through when it is believed that compulsory redundancy will take place.

3.5. Trial Periods

Where the employee is redeployed to a new role that differs wholly or in part from the original role, the employee is entitled to a statutory trial period of four weeks.

3.6. HR1

The Council is obliged to notify the Department for Business, Innovation and Skills of the proposed redundancies in writing on form HR1. This notice should also be supplied to the employee representatives. Where 20 to 99 employees are to be made redundant at least 30 days before the first redundancy. Where 100 or more employees are to be made redundant at least 90 days before the first redundancy

3.7. Definition of Actual Pay

To calculate a week's pay identify the person's annual salary as at the time of redundancy, to this add any contractual and pensionable payments. Divide this total by 52.14 and multiply by the requisite number of weeks to provide the value of the redundancy payment.

3.8. Equality Impact Assessment

The Equality Impact Assessment process has six key steps:

- Initial screening: to determine whether it is necessary to carry out a full equality impact assessment;
- Scoping and defining: by whom, when and how the equality impact assessment should be carried out;
- Information gathering: what are the main sources of information, what stakeholders should be consulted;
- Judgment: using the information gathered to make a judgment about the potential for proposals to result in a less favourable outcome for any group in the community/workforce, or unlawful discrimination of any kind;
- Action planning: what actions will take place and/or positive changes as a result of the equality impact assessment;
- Publication: the results of an equality impact assessment

3.9. Suitable Alternative Employment

An employer must take reasonable steps to find alternative employment for employees who would otherwise be dismissed by way of redundancy. For an employee with a disability, the provisions of the Disability Discrimination Act to make reasonable adjustments must be considered. In cases of maternity/adoption leave the employer should make all reasonable effort to find suitable alternative employment for the individual concerned. Care should also be taken to fully engage with any employees on long term sick leave who are at risk of redundancy.

3.10 4 Week Trial

If the trial period takes the employee beyond their proposed last day of service, this date will be extended to accommodate the four week trial. This will not affect the entitlement to a redundancy payment. It is the line manager's responsibility to ensure the necessary administration is completed to effect this change. If employee works beyond the end of the four week trial or their extended last day of service, they will lose their redundancy entitlement as they will be deemed to have accepted the new employment.

Statutory redundancy pay table

Years employed

Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
17	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18	1	1½	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	1	1½	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20	1	1½	2	2½	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21	1	1½	2	2½	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
22	1	1½	2	2½	3	3½	-	-	-	-	-	-	-	-	-	-	-	-	-
23	1½	2	2½	3	3½	4	4½	-	-	-	-	-	-	-	-	-	-	-	-
24	2	2½	3	3½	4	4½	5	5½	-	-	-	-	-	-	-	-	-	-	-
25	2	3	3½	4	4½	5	5½	6	6½	-	-	-	-	-	-	-	-	-	-
26	2	3	4	4½	5	5½	6	6½	7	7½	-	-	-	-	-	-	-	-	-
27	2	3	4	5	5½	6	6½	7	7½	8	8½	-	-	-	-	-	-	-	-
28	2	3	4	5	6	6½	7	7½	8	8½	9	9½	-	-	-	-	-	-	-
29	2	3	4	5	6	7	7½	8	8½	9	9½	10	10½	-	-	-	-	-	-
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	11½	-	-	-	-	-
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	12½	-	-	-	-
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	13½	-	-	-
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	14½	-	-
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15	15½	-
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	16½
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

Example redundancy selection criteria and point allocation

Criteria	Description	Points
Knowledge, skills and experience	Based on the person specification for the job role and business case for future service needs.	Full Match 20 points No match 0 points
Qualifications	Based on essential and desirable qualifications or equivalent listed in the person specification for the new role. Less weight should be given to desirable qualifications. If no qualification is specified on the person specification maximum points should be given.	Full Match 10 points No Match 0 points
Absence	Based on the employee's recorded absence for each of the previous 3 years to date. Sickness absence does not include pregnancy related absence, disability related as defined by the Disability Discrimination Act and Industrial injuries accepted by the Council's insurance section.	10 = no absence 7 = absence below trigger level 5 = meeting trigger point but informal action 1-4 = formal caution/warning 0 = final caution
Capability	Be based on procedures informal/formal that have commenced and been discussed fully with the employee in the past 3 years to date	10 = no action 7 = informal action 5 = first written warning 0 = final warning short of dismissal
Disciplinary record	Based on information past 3 years to date.	10 = highest (no disciplinary record) 7 = informal action 5 = first written warning 0 = final warning short of dismissal
Cost of redundancy	Based on the cost of redundancy as per estimates of benefit prepared as part of the redundancy process. Part time staff will have their total years in service treated in the same way as full time staff but to mitigate against an in balance in respect of relative cost of redundancy payments and pension, the actual cost should be rounded up to a full time equivalent.	High Cost 20 points Low Cost 0 points

Managers Redundancy Checklist

1. Is there an alternative to reducing the staffing complement?
2. Have the recognised trade unions been consulted?
3. Was the 'pool' of employees from which those who are to be made redundant selected objectively and fairly reached?
4. Have fair, objective selection criteria been used?
5. Has a fair and objective selection process been established?
6. Has an appeals procedure been established?
7. Has an Equality Impact Assessment been completed?
8. Has each employee at risk of redundancy had an opportunity to discuss matters with his or her line manager?
9. Has suitable alternative employment for each employee at risk of redundancy been considered?
10. Has assistance been provided to each employee at risk of redundancy to find other work?

Redundancy Terms for the period until 31 March 2011

1 Introduction

- 1.1** Barnet Council is committed to ensuring the continuing employment of all permanent employees wherever possible however it wishes to make the provision for different severance arrangements in the period to 31 March 2011.
- 1.2** This Annex does not confer any contractual entitlements upon any employee of Barnet Council. It may be varied from time to time by the Council, recognised trade unions will be consulted.

2 Operation of these Redundancy Terms

- 2.1** The Policy, Procedure, Guidance and Annexes A-C of Managing Organisational Change will apply in the period except that the multiplier to be applied to Annex A is x2.
- 2.2** Any severance completed after this date will be calculated in accordance with the provision, that is the number of unenhanced weeks, shown at Annex A of the Managing Organisational Change Document.

Cessation of Policies applicable to School Based Employees and Centrally Employed Teachers

1. Introduction

Consequent on the adoption by the London Borough of Barnet of the Managing Organisational Change Policy in 2010, the following policies:-

- Redeployment and Redundancy Procedure for School Based Staff in Schools with Delegated Budgets
- Redeployment and Redundancy Procedure for Teachers in Central Services

will cease on and from 1 April 2011.

Where it is intended to redeploy or make redundant School Based Staff in Schools with Delegated Budgets or Teachers in Central Services then the Managing Organisational Change Policy and any associated guidelines that will be issued from time to time should be utilised. It should be noted that Paragraph 3 set out below will only apply to Schools where Teachers are employed by the London Borough of Barnet, that is Community Schools and Pupil Referral Units.

It should also be noted that all Teachers employed in Community, Foundation, Pupil Referral Units, Trust and Voluntary Aided Schools are covered by the School Teachers' Pay and Conditions Document [STPCD].

These changes do not affect any provisions in the Burgundy Book.

Where Foundation or Voluntary Aided Schools adopt LBB policies and procedures it will be a matter for the employer to decide whether they wish to adopt these changes.

2. Interim Arrangements

The application of Managing Organisational Change Policy for Schools based staff and centrally employed teachers will only apply to Redundancy consultations which start after 1 April 2011.

3. Specific processes applicable to Teachers on STPCD

As part of the consultation exercise the Council recognised that for Teachers on STPCD there were a number of particular processes which should be considered and applied as necessary, and these are set out below. These processes will be appended to the Managing Organisational Change Policy.

3.1 Notice

To establish the period of notice that a Teacher is due, the contract of employment should always be checked, especially in the case of fixed term or other atypical employment contracts. All Head Teachers receive three months' notice for the Autumn and Spring Term and four months for the Summer Term. It is possible for a School and a Teacher to agree other dates but this must be a matter of agreement between the School and the Teacher. For Teachers, where no express variations are stated in the contract or agreed, the following will apply.

For the purposes of this matter School terms dates are assumed to be:-

Spring Term	-	1 st January –	30 th April inclusive
Summer Term	-	1 st May -	31 st August inclusive
Autumn Term	-	1 st September –	31 st December inclusive

All periods of notice are to the end dates of the Terms identified above, that is 30th April, 31st August and 31st December.

A teacher, who is due to leave at the end of the Spring Term must be given notice no later than 28th February*

A teacher who is due to leave at the end of the Summer Term must be given notice no later than 31st May

A teacher who is due to leave at the end of the Autumn Term must be given notice no later than 31st October*

* Please note some Teachers may accrue an entitlement to more than this period of notice – see below.

Depending on the Teacher's contract, notice periods may be up to 12 weeks dependent on the individual's length of service.

3.2 Pay Protection [also known as Safeguarding]

This is a complex area, covered in detail in the STPCD issued, usually, each year, the most recent being 2010. As a general principle pay is protected for a maximum of three years from the date of the event that reduced the Teachers substantive pay. Safeguarding can end before the three years in the following circumstances:-

- At the end of the period of safeguarding
- Where substantive pay including allowances exceeds the old point and any Safeguarding.
- Where the Teacher leaves the School.
- Where a Teacher unreasonably refuses to carry out duties that were incumbent on the protected pay.

Where a Teacher's working hours change, Safeguarding should be applied on a pro-rata basis. Where "General" Safeguarding was implemented prior to 1st January 2006, a Teacher may continue to receive Safeguarding in line with the terms put in place at the time the Safeguarding was implemented.

In any case of doubt please consult the relevant STPCD.

3.3 First Committee

This group of School Governors is the group that will lead on redundancy matters for the School, dealing with all related matters, for example, consultation with Trade Unions.

3.4 Second Committee

This group of School Governors, composed from different members to the First Committee, deal with any redundancy appeals.

March 2011

End

Appendix 8 - Family Services Transformation - Selection Process Ring-fences

Role	Area	Team	Code	Ring-fence	Current roles in scope	Method of assessment	Comments
Practitioner Support Assistant	Early Intervention & Prevention	Libraries, Workforce and Community Engagement	R110	Admin A	Central Support Assistant (Social Care) Support Assistant - CAMHS (Social Care) SW Support Assistant - Sfd (Social Care) Team Administrator (Safeguarding and Quality Assurance) Support Officer (SC&BI)	1. Personal Statement - 10% 2. Technical Exercise - 45% 3. Interview - 45%	
Business Support Officer (E&S)	Education & Skills	Education & Skills	E&S 3	Admin B	Conference Administrator (Safeguarding and Quality Assurance)	1. Personal Statement - 10% 2. Interview - 90%	
Conference and Review Administrator	Social Care	Safeguarding and Quality	R104	Admin C	Team Administrator (Safeguarding and Quality Assurance) Conference Administrator (Safeguarding and Quality Assurance)	1. Personal Statement - 10% 2. Technical Exercise - 45% 3. Interview - 45%	
Communications Officer	Early Intervention & Prevention	Libraries, Workforce and Community Engagement	R10	Comms	Communications Officer	1. Personal Statement - 10% 2. Interview - 90%	
Communications Officer (E&S)	Education & Skills	Education & Skills	E&S 4				
MASH Support Practitioner	Social Care	Intake & Assessment	R108	FSW A		1. Personal Statement - 10% 2. Technical Exercise - 45% 3. Interview - 45%	
Adoption Support Practitioner	Social Care	Placements	R27	FSW A	Social Work Assistant Intensive Family Focus Practitioner	1. Personal Statement - 10% 2. Technical Exercise - 45% 3. Interview - 45%	Personal Statement and Interview will be generic across all four roles. Each individual role will have an individual test.
Children in Care Support Practitioner	Social Care	Permanence, Transitions and Corporate Parenting	R28	FSW A	Senior Family Support Worker Family Support Worker Safer Families Project Worker	1. Personal Statement - 10% 2. Technical Exercise - 45% 3. Interview - 45%	
Family Support Practitioner	Early Intervention & Prevention	Youth and Family Support	R29	FSW A		1. Personal Statement - 10% 2. Technical Exercise - 45% 3. Interview - 45%	
Social Work Team Manager	Social Care	Social Care	R112	SWTM			
CAF Team Manager	Social Care	Intake & Assessment	R118	SWTM	Team Manager (Social Care)	1. Personal Statement - 10% 2. Management Competency based Assessment Process - 45% 3. Interview - 45%	Recruitment to these roles will be subject to meeting minimal appointable criteria
Family Resource Centre Manager	Social Care	Permanence, Transitions and Corporate Parenting	R21	SWTM	CAMHS Team Manager		
Family Support Team Manager	Early Intervention & Prevention	Youth and Family Support	R23	SWTM	Team Manager (MAST)		
Carer Recruitment & Assessment Team	Social Care	Placements	R26	SWTM	Team Manager Family Resource Centre		
Deputy Family Support Team Manager	Early Intervention & Prevention	Youth and Family Support	R25	Snr FSW	Senior Intensive Family Focus Practitioner	1. Personal Statement - 10% 2. Technical Exercise - 45% 3. Interview - 45%	
Information and Resources Officer	Social Care	Placements	R45	I&RO	Information and Resources Officer	1. Personal Statement - 10% 2. Interview - 90%	

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Family Services Transformation

Appendix 9 – Updated Proposed Selection Process for the New Structure

Appendix 9 – Updated Proposed Selection Process for the New Structure

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1. Preference Form

Employees who are in a selection pool for more than one role will need to complete a preference form (those in a ring-fence for only one role will not need to complete the preference form). The completion of this form is not part of the assessment process, but will help us to understand your preferences.

The form will need to be completed online and be returned before 20th October 2014. The link to the form will be circulated by email on 6th October 2014.

For any enquires please contact your Link Manager.

Area	Link Manager	Teams
Social Care	Jo Pymont	Social Care Heads of Service Social Care Service Managers
	Carolyn Greenaway	CAMHS Principal Practitioners Central Support Team Duty Support Graduate Trainees Duty and Assessment Social Workers Children in Need Social Workers Disabled Children's Social Workers Shortbreaks MASH
	Jo Moses	BSCB Safeguarding Management Team Conference and Review Team Domestic Violence Team Safeguarding
	Kulbant McLaughlan	Onwards and Upwards

Appendix 9 – Updated Proposed Selection Process for the New Structure

Area	Link Manager	Teams
	Erica Ferrari	Social Work Assistants Family Support Workers
	Paulette Thompson	Placements Team Children in Care Social Workers Family Resource Centre Corporate Parenting Deputy Team Managers Fostering Social Workers Kinship Social Workers Adoption Social Workers
Early Intervention and Prevention	Duncan Tessier	EIP Heads of Service
	Erica Ferrari	CAF Team Safer Families
	Kate Malleeson	IFF
	Flo Armstrong	Workforce Development
	Elaine Tuck	Service Commissioning and Business Improvement

2. Selection Process

For all roles in the new structure subject to either a ring-fence or open competition process the selection process may be made up of any or all of the elements outlined below.

Methods of assessment	
1.	Personal Statement
2.	Exercise relevant to the requirements of the role
3.	Interview

- The specific methods of assessment for each ring-fenced role are outlined in the “Proposed Selection Processes – Ring-fences” document
- The specific method of assessment for each open recruitment role will be outlined following the outcome of consultation

Each of these assessment methods is described in more detail below.

2.1 Personal Statement

The Personal Statement is a **requirement** for all ring fenced positions in the new structure.

- Your personal statement should be no more than one side of A4, typed and submitted electronically.
- The personal statement comprises of the following two questions that will need to be answered by referring to the requirements of the person specification in the role profile and referencing your relevant skills and experience for the job:
 - **Q1.** Please describe how you can demonstrate you fulfil the requirements of the job. Please evidence by use of examples.

- **Q2.** Please describe why you want this position.
- You are only required to complete one personal statement even if you have been ring-fenced against several roles; however if you feel that the roles are substantially different and you feel you would benefit from submitting an additional personal statement please discuss this with your Link Manager.
- A copy of each of the role profiles is available on the intranet (Link will be shared at Noon on Monday 3 November 2014).
- In completing your personal statement you are required to meet the essential requirements within the person specification for all of the job roles being applied for. For some open-recruitment roles shortlisting using the personal statement will be completed. It is therefore important that you revisit the person specification to ensure you have met the essential requirements before submitting your statement.

2.2 Exercises

There are a number of different types of exercises that may be chosen as part of the selection process.

2.2.1 Technical Exercise

This would be an exercise to test technical skills relevant to the role. This could for example be a written test, an in-tray exercise, an exercise in data analysis and use of excel, or a presentation.

2.2.2 Management Competency Based Assessment Process

As part of the selection process Team managers will be subject to a competency based assessment process. This assessment will focus on the individual's competency to identify and understand management tasks.

Essential management competencies to be tested will be:

- People management

- Risk Management
- Resources
- Performance Management
- Prioritising activities

2.4 Interview

All roles will be subject to an interview.

3 Redundancy Selection criteria

Any redundancy selection will be based on the following criteria:

Criteria	
1 Knowledge, skills, experience & competency behaviours	Ascertained through Assessment process set out in section 2 above
2 Absence	To be considered from HR records following the Assessment Process
3 Capability (current role) and Disciplinary record	

Following the completion of the Assessment process, redundancy costs would then be considered.

4 Vacancies within the new structure – Open competition

Open competition vacancies will be advertised to those employees who are at risk of redundancy from 12 November 2014. These are unfilled positions available to apply for even if you are in a ring-fenced competition, you are still at risk of redundancy at this time.

Any roles that remain vacant after the recruitment process in Phase 1 (12 Nov – 15 Dec 2014) has completed will be re-advertised for the council's wider redeployees as well as internal staff, there may be external recruitment at this stage for specialist or roles that are difficult to recruit to.

The Heads of Service roles will, following completion of the initial ring fence process, be the first roles advertised internally before, if necessary, going out to external advert. This is to ensure the top tier of management is in place to support the transformation.

Social Worker and Advanced Social Worker roles will be advertised externally from 12 November 2014, all redeployees with the appropriate qualifications will be given priority in this process and interviewed first

For open competition roles all candidates will need to submit a personal statement for each role as vacancies are advertised. The process may include an interview and exercise pertinent to the role. The selection schedule will be released at the end of consultation.

5 Frequently Asked Questions

Q. If I am not successful can I appeal the process?

A. The appeals procedure is set out below;

1. Appeals against selection for redundancy

The following will apply in all cases:

1.1. If an employee wishes to appeal against selection for redundancy, a written notice of appeal must be received by the relevant service Director within five working days of the date of the employee being notified that he or she has been selected for dismissal on the grounds of redundancy.

1.2. Employees cannot appeal against:-

- the rationale for the business decision which led to the redundancy*
- the method of selection*
- the selection criteria*

1.3. Employees can appeal against:-

- whether the selection process was applied fairly to them ;*
- the way the selection criteria were applied to them*

- 1.4. *Within ten working days of the date of the employee being notified that he or she has been selected for dismissal on the grounds of redundancy the employee will submit to their Director, copied to HR, their grounds for appeal which must relate to the points in para 2.3. Late submissions will not be accepted unless an extension of time has been agreed before the expiry of this time limit.*
- 1.5. *The redundancy selection will continue unless and until it is rejected on appeal.*
- 1.6. *Appeals against selection for redundancy will be heard by a senior manager, different to and at least the same grade as that of the manager who made the decision to dismiss, and will be nominated by the Director of the employee's service with support from HR. Where a Director has made the decision to dismiss an employee, the Chief Executive will normally hear the appeal.*

2. Procedure

- 2.1. *The employee will be given reasonable written notice of the time and venue of the appeal meeting. The employee may be accompanied by a Trade Union Representative or LBB work colleague.*
The companion's role is to support the employee. The companion should be allowed to address the hearing to put and sum up the employee's case, respond on behalf of the employee to any views expressed at the meeting and confer with the employee during the hearing. The companion does not, however, have the right to answer questions on the employee's behalf, address the hearing if the employee does not wish it or prevent the employer from explaining their case.
- 2.2. *The Council's representative (normally the manager who made the redundancy selection decision) will give the rationale for the selection of the individual for redundancy; this will be either in person or in writing. Where it is in writing the hearing manager will read the rationale out.*
- 2.3. *The employee will have the opportunity to ask questions of the evidence given by the Council's representative.*
- 2.4. *The employee will state his or her case either in person or in writing. Where it is in writing the hearing manager will read the rationale out.*
- 2.5. *The Council's representative will have the opportunity to ask questions of the employee.*

2.6. *The manager holding the appeal meeting will have the opportunity to ask questions of the Council's representative and the employee.*

2.7. *The Council's representative and the employee will have an opportunity to summarise their case if they so wish.*

2.8. *The manager holding the appeal meeting will announce the decision verbally where possible and the decision will be confirmed, in writing within five working days.*

Following the appeal meeting, one of the following decisions may be taken:

- i) Appeal rejected - redundancy upheld*
 - ii) Appeal upheld - redundancy notification withdrawn*
- This decision cannot be the subject of a further appeal meeting.*

2.9. *The appeal papers will be retained on the employee's personal file.*

Q. Can I get feedback on the selection process?

A. *Yes, anyone who has not been successful will take priority in receiving feedback on the assessment and selection process.*

Q. What are the rules around redeployment and do I have to compete if I don't want the job?

A. *It is always in the employee's best interest to engage in a selection process and all reasonable efforts should be made to do so.*

Q. What Employee Support programmes are available and how do I access them?

A. *The Employee Assistance Programme is a telephone helpline service available on 0800 716 017.*

Appendix 10 - Family Services Transformation – Consultation Frequently Asked Questions - FINAL

Through the Family Services consultation there will be a regular release of FAQs (Frequently asked questions) with answers to the questions raised by staff and trade unions during the consultation.

All questions answered are proposed and feedback welcomed through consultation

The FAQs will be published on the following dates (and will include answers to the questions received up until 2 days before the date of publication):

- 29 September 2014
- 1 October 2014
- 6 October 2014
- 8 October 2014
- 13 October 2014
- 15 October 2014
- 20 October 2014
- 22 October 2014

Additionally a first tranche of FAQs will be published on 26 September 2014 that includes questions raised and developed up until 22 September 2014. The release on 29 September 2014 will include answers to all the questions raised up until 25 September 2014.

FAQs will be circulated to staff and trade unions by email and will also be published on the intranet.

All new questions and answers will be added in **bold**.

Category:		Question:	Answer:
AT RISK:		Q: Will there be any other jobs I can apply for?	A: There are two categories of employees 'at risk': <ul style="list-style-type: none"> • Ring Fenced Competition: For employees who have been informed they match to one or more ring fenced roles they will be able to apply for these posts and the 'New posts' that are in the structure • 'At Risk' Open Competition: These employees do not match to any posts and can apply for the 'Open Competition' posts, those posts that have more posts than assimilated employees and therefore become open competition after employees are assimilated. Employee in this situation may also apply for any other roles in the council which are suitable.
	Q: When will I know whether there are other jobs for me to apply for in the Family Services structure?	A: Currently, Appendix 3 of the consultation document shows which posts are proposed as open competition, this will be re-released in the below There are two additional release dates of information during consultation: <ul style="list-style-type: none"> • 29 September SCP and pay bands released per role, recruitment process • 6 October Further design work on specific teams to be released <ul style="list-style-type: none"> i. Both by email and intranet site or in some cases management meetings 	
	Q: Will there be any other options after the 6 th October (when further design work is finished)	A: On 6 October Further design work on specific teams will be released	
	Q: Should we be applying for other jobs outside the authority now?	A: Out of 425 FTE in Family Services there is an expectation of under 30 redundancies. Employees who are not assimilated or successful in obtaining a role through competition or redeployment will be given notice of redundancy on 15 December 2014 for a 31 March 2015 end date	

Category:		Question:	Answer:
CONSULTATION:		Q: Who is in consultation and what does it mean?	<p>A: The consultation for Family Services Transformation is a collective consultation with both you and your Trade Union representatives on your behalf.</p> <p>Through the consultation Tus, and you, if you wish, are asked to feedback on the proposals put forward:</p> <ul style="list-style-type: none"> • Structural proposals: Does the structure meet the needs to the service users? Will it be efficient? • Do the proposed role profiles fully capture the responsibilities of the jobs in the new structure? • How can the council mitigate any potential redundancies resulting from this proposal?
		Q: How are the unions involved? Can have a meeting with my union rep present?	<p>A: Consultation is directly with your representative trade unions colleagues under the LBB collective agreement</p> <ul style="list-style-type: none"> • All communication with employees is to enhance this process • Your TU colleagues may arrange group briefings with you separately • You have the option to invite a TU representative to any one:one meetings to discuss the proposal and how it affects you with your link manager or line manager • Your TU colleagues will be invited to meetings to open and close consultation and any other meetings arranged to discuss the proposal

Category:	Question:	Answer:
	Q: Can I have 1:1/when can I have one?	<p>A:</p> <ul style="list-style-type: none"> • One:one meetings are optional and will be with your link managers • One:one meetings formally start from 29 September • If you request a meeting earlier this may be possible and will be on a case-by-case basis • There are a number of lines of communication that you will be able to take advantage of: <ul style="list-style-type: none"> ○ Consultation documents ○ Staff briefings ○ One:one meetings ○ Trade Unions ○ Link Managers ○ Rolling feedback share ○ FAQs ○ Intranet ○ Newsletter ○ Surgeries ○ Focus Group Representatives ○ Change and Me Workshops ○ Employee Assistance Programme: <ul style="list-style-type: none"> ▪ Telephone: 0800 716 017
	Q: I don't agree that x person should be in my ring fence/how do I challenge?	<p>A: Consultation responses to be fed back through:</p> <ul style="list-style-type: none"> • Trade Union colleagues • Link Managers • Focus Group • Direct to HR – amy.sumpter@barnet.gov.uk • SMT • Rolling feedback, responses and FAQ • Feedback from you via the above weekly • Responses returned or into FAQ

Category:	Question:	Answer:
	<p>Q: Is this a move towards outsourcing of the FSW service?</p>	<p>A: Outsourcing of FSW is not a consideration at this time. The transformation of Family Services is aiming to provide the right structures to deliver the best outcomes for children and families with reduced resources</p>
	<p>Q: How do I provide feedback as part of this consultation? Where will FAQs been shown?</p>	<p>A: Consultation responses to be fed back through:</p> <ul style="list-style-type: none"> • Trade Union colleagues • Link Managers • Focus Group • Direct to HR – amy.sumpter@barnet.gov.uk • SMT • Rolling feedback, responses and FAQ • Feedback from you via the above weekly <p>FAQs will be sent to all staff by email and will be published on the intranet.</p>
	<p>Q: Is there scope to amend the role profiles?</p>	<p>A: During consultation your views are sought on the proposed structure and how this could work in the future to meet the needs of the service. Please either make your proposals in track changes on a copy of the role profile you have concerns about or send comments either of which should be send to Amy.sumpter@barnet.gov.uk</p>
	<p>Q: Will there be further re-structures next year to save more money</p>	<p>A: There are currently no plans for a further restructure next year but there will be continued challenges to find savings.</p>
	<p>Q: Will there be further opportunities for discussion during the consultation?</p>	<p>A: During the consultation there will be various forms for feedback and discussion including managers meetings with Link Managers, one:one meetings, surgeries for queries, feedback channels for consultation including trade union colleagues, focus group representatives and by email to amy.sumpter@barnet.gov.uk</p>
	<p>Q: Are we able to put ideas forward?</p>	<p>A: Consultation is the time for feedback on the proposals from staff directly or through your trade union colleagues who are consulting with the council on your behalf. During the consultation there will be various channels for feedback and discussion including managers meetings with Link Managers, one:one meetings, surgeries for queries, feedback channels for consultation including trade union colleagues, focus group representatives and by email to amy.sumpter@barnet.gov.uk</p>

Appendix 10 – Frequently Asked Questions

Category:	Question:	Answer:
	<p>Q: Why are settled teams such as MASH where there is almost no change to the structure being put in the mix with other teams? Surely this is unnecessary</p>	<p>A: MASH social workers are on the same JD as other social workers and therefore there needs to be equality of opportunity.</p>
	<p>Q: Can people attend consultation meetings in other service areas as this may help them to decide on preferences?</p>	<p>A: All documentation and an FAQ will be published to ensure everyone has all the information. Question can be raised with link managers</p>
	<p>Q: Can we choose to be made redundant?</p>	<p>A: There is no voluntary redundancy being offered as part of the process.</p>
	<p>Q: Do I have to have a One:one with my Link Manager?</p>	<p>A: One: One meetings are optional and will be with your link managers. One:One meetings formally start from 29th September. If you request a meeting earlier this may be possible and will be on a case by case basis. There are a number of lines of communication that you will be able to take advantage of:</p> <ul style="list-style-type: none"> Consultation documents Staff briefings One: one meetings Trade unions Link Manger and rolling feedback throughout consultation FAQs Intranet Newsletter Surgeries Focus group representatives Change and Me Workshops Employee Assistance Programme: Telephone 0800 716 017

Category:	Question:	Answer:
	<p>Q: I would also like to question the process of permanent members of staff having to interview for posts as I would have thought it would have been quicker and easier to start by not renew those practitioners' contracts that are likely to come to an end in March 2015 as there is generally an expected process of last in first out process in the UK so I do not understand why this process is not applying here. The current process appears to be having a detrimental impact on the morale and the attitude of staff</p>	<p>A: The proposed structure was designed from the bottom up following extensive work with the service and management on what currently works well and where improvements could be made in the service. All roles should be recruited to using the council's fair and transparent process as per the Managing Organisational Change policy.</p>
STRUCTURE:	<p>Q: When will the proposed salaries be published?</p>	<p>A: Proposed pay bandings for roles in the new structure will be released on 29 September 2014</p>

Category:	Question:	Answer:
	<p>Q: Graduate trainees- There are only three of them and they finish their course in May/ June 2015. They are not listed on any structure charts. I assume I will be telling them that they remain in their current placements until they finish their course as it would be pointless to move them in April. Then once they qualify they will return to a vacancy of their choice as usual. The only complication I can see is what we do with them between the time they finish their course and the time they get their HCPC registration. Historically we used to employ them as SWA in a SW role but not sure how we manage this going forward. This is the last group so the situation will not arise again, so we probably just need to hold this as an anomaly?</p>	<p>A: They are out of scope as far as the restructure is concerned as they are not in any posts. We will offer them the choice of appropriate vacancies on their return in the way we normally do. Placements should remain, however by the time we restructure they will have almost completed their courses. The SWA bit is an anomaly which we will just accept</p>
	<p>Q: How will we ensure that the reduction in the FSW service does not affect the level of service provision to vulnerable families?</p>	<p>A: The new FSW service will bring together CSC and EI and ensure effective targeting of service to those most in need</p>
	<p>Q: The IFF team has been funded by grants. Will the new FSW team be grant funded and does this mean that jobs are not secure?</p>	<p>A: There will still be some grant funding used to the fund the team; however all roles in the structure will be on permanent contracts and therefore are subject to the same employment rights and those roles funded by the base budget. The reliance on grant funding has been dramatically reduced and is anticipated to be at a sustainable level.</p>
	<p>Q: Will the CAF Deputy Manager role be open to MAST workers</p>	<p>A: The CAF deputy manager will be a social work qualified post and open for recruitment</p>

Category:	Question:	Answer:
	<p>Q: MAC posts and safer families posts have historically been DSG funded and agreed by the schools forum. Is this still the case? Has the schools forum been consulted on the changes? Will DSG funding continue?</p>	<p>A: There are a number of posts within the proposed new structure that will be DSG funded including a number within the proposed CAF Team. The schools forum has not been consulted on the changes as the functions to be delivered (supporting schools in completing CAFs and promoting the CAF with schools) by these DSG funded roles will not change under the new proposed structure.</p>
	<p>Q: Is the CAF Deputy Team Manager part of the Deputy Team manager group or separate? It appears separately on the list</p>	<p>A: At the start of consultation it is proposed to be a unique role with a separate role profile; however your thoughts on this situation and whether it would better fit within the wider Deputy Team Manager group would be welcome.</p>
	<p>Q: The CAF Deputy Manager role profile does not appear to be on the intranet.</p>	<p>A: This role profile will be published on the intranet on Monday 29 September, this was an oversight</p>
	<p>Q: Why is the CAF team being placed in MASH?</p>	<p>A: The CAF team will sit behind the MASH in the same way that the DAT teams do. This will enable a streamlined service and clarity about where referrals go for action. The CAF team will also commission services from EI.</p>
	<p>Q: The CAF social worker role profile refers to the positions being case holding. Can this be clarified?</p>	<p>A: CAF social workers will continue to be facilitators of CAF's rather than caseworkers</p>
	<p>Q: Will CAF workers still rotate into MASH?</p>	<p>A: No they will be working with a new service delivery model</p>
	<p>Q: The CAF manager currently holds contracts. Will this continue or will contracts be held and monitored elsewhere in the new Business Support service</p>	<p>A: The proposal is that these responsibilities will be transferred to the Family Services Finance Team.</p>
	<p>Q: How will ASYE's be spread across the teams if there are more ASYE and year 2 social workers currently employed than there are posts listed.</p>	<p>A: The structure sets out our vision for spreading experiences and newly qualified staff across the teams to ensure a spread of skills. There will be sufficient posts for AYSE in the new structure. Decisions about moving AYSE will be taken to support professional development balanced with the needs of the service.</p>

Category:	Question:	Answer:
	<p>Q: Has the impact of moving support staff from social care into a central service been considered? Will the same level of support be provided to social workers</p>	<p>A: Yes. This is a change in line management for the manager of the team; however the functions delivered by the team are expected to remain at least at the current level. Part of the rationale behind the move is to ensure a similar level of support is provided to frontline practitioners in all areas of the Delivery Unit, not just within Social Care.</p>
	<p>Q: Will there still be a career progression structure for social workers to move through the levels and up to senior.</p>	<p>A: Posts are being evaluated against the current grading structure. This may change with the Unified Reward programme next year.</p>
	<p>Q: Will caseloads increase/</p>	<p>A: The structure has been drawn up taking into account the need for manageable caseloads</p>
	<p>Q: Is career progression mandatory?</p>	<p>A: It is not mandatory for social workers to apply for the ASWP award unless they choose to progress to this role.</p>
	<p>Q: Will there be career opportunities as part of the new structure?</p>	<p>A: There may be new posts available, such as DTM posts, which people can consider once matching is completed and vacancies are known. At this point any remaining roles will be released</p>
	<p>Q: Will the DTM posts and the ASWP posts be graded the same</p>	<p>A: The recruitment process is scheduled to be published on Monday 29 September.</p>
	<p>Q: Where did the idea for the new structure come from? Did we copy it from another authority</p>	<p>A: There was research into models used in other areas but the current proposal was designed for LBB based on caseload analysis and outcomes for children.</p>
	<p>Q: Is there a senior social work role in the new structure. It is not listed.</p>	<p>A: The social work role profile includes level 1, level 2 and senior social workers</p>
	<p>Q: What will happen if all the ASWP roles are filled. Does this mean that other social workers cannot complete the award, or can they do the award but not be able to progress into a ASWP post and have to remain as seniors until one becomes available?</p>	<p>A: The proposed mix of social work roles in each team has been developed based on the anticipated requirement for different levels of experience within each team. This mix has also been developed to enable the total staffing budget for Family Services to be met. An increase above the identified level of Advanced Practitioner posts would potentially be possible in the future, but only if the budget would allow.</p>

Category:	Question:	Answer:
	Q: Why is there no ASWP in the MASH?	A: The team has a relatively high proportion of experienced social work professionals with a Team Manager and Deputy Team Manager and therefore it is proposed that an Advanced Practitioner role is not required in this team as there should always be a manager available to support less experienced staff.
	Q: How will we keep links with hospital staff and the FNP once there is no hospital team?	A: Functions of the current Hospital Social Work Team, including maintaining good links with hospital staff, will be incorporated into the DATs and Intervention and Planning Teams. One of the DATs Team Managers will need to have a specialism/lead in this area.
	Q: There is no ASWP role in the MASH. Does this mean the current post holder will need to move to another team.	A: Given the MASH structure with a DTM and senior social workers it was not felt essential that there be an ASWP in the MASH. However the structure proposal is an aspiration and decisions may be taken to have anomalies in the short term. This will be clarified as the process progresses.
	Q: Clarification requested regarding the requirement for the Advanced Social Work practitioner award and the Principle Practitioners role.	A: There will be an expectation that if a Principle Practitioner wishes to continue to practice at this level then they complete the Award within an agreed timescale.
	Q: Is the ASWP qualification the MA offered on the Middx Uni website?	A: No. It is a bespoke programme of self-directed study which is accredited by Middx Uni. Details can be sought from the Workforce Development & Learning Manager
	Q: Will the new Deputy manager posts be supervisory managers or case holding?	A: They will be supervisory but may in some areas also hold cases.
	Q: What is the difference between the PP role and the ASWP role?	A: These two groups are being brought together under one ASWP role profile. Profile is available on internet.
	Q: Will there be restrictions on the numbers of ASWP in any team - does this mean people may have to move service area?	A: The plan is to have a spread of experience across the teams. There may be some movement of staff but the process for this is yet to be determined.

Category:	Question:	Answer:
	<p>Q: Will there be still be 3 DV worker posts in the new Family Support teams?</p>	<p>A: The staff in the new Family Support Teams will all have a generic Family Support Worker job description; however there will be an expectation that they will have a range of skill sets and expertise to meet the differing needs of clients. Domestic Violence is obviously one of the most significant issues facing Family Services clients and therefore workers who have these skills and expertise will be a necessity in these teams. The exact number of workers with Domestic Violence skills and expertise has not yet been agreed; however given the demand it is anticipated that this will be at least three.</p>
	<p>Q: How will the SF Project operated in the new look team? Who will manage the Project? Will it still be a stand –alone project?</p>	<p>A: This is an area that requires further discussion. We have set up a session to discuss this with the team so we can develop a viable proposal that will continue to deliver the outcomes for clients that the project delivers currently.</p>
	<p>Q: Can the Project continue to offer current level of services given there will be no dedicated manager? What will any changes look like? Is there capacity for new team manager to undertake role of managing the project?</p>	<p>A: This is an area that requires further discussion. We have set up a session to discuss this with the team so we can develop a viable proposal that will continue to deliver the outcomes for clients that the project delivers currently.</p>
	<p>Q: Is it envisaged that the current level of services offer will reduce in the DV Team?</p>	<p>A: Given the reduction in staffing numbers the level of service offered will have to be prioritised based on the identified priorities within the Early Intervention Strategy and demand from Social Care and Youth Offending clients. Under the new structure with the new ways of working proposed for the Family Support Team it is anticipated that there will be greater focus on delivering targeted interventions and with proper recording systems and management information it will be easier to identify and therefore prioritise the interventions and initiatives that deliver the best outcomes for clients and value for money for the council so that best effective is delivered by the reduced resources.</p>

Category:	Question:	Answer:
	Q: Will the DV Workers be placed in the same team to allow stability and retain a sense of being a team within the new team make-up?	A: The mix of skill sets and expertise within the proposed Family Support Teams has not yet been developed. It is however hoped that although there will be two discrete teams that they (along with the Youth Teams within the Service) will operate as a whole team delivering high quality interventions that deliver excellent outcomes for clients regardless of the individual team within which someone is managed.
	Q: Will all DV cases automatically go to DV workers?	A: Interventions will be commissioned from Family Support Teams based on the identified need of that family, child or young person. These cases will then be allocated to the worker in the team who is most appropriate to work with that client and to deliver the required intervention.
	Q: Will the referral process change?	A: Referrals for the Family Support teams will be received from: - The CAF Team either to act as lead professional on a CAF or to deliver a specific intervention to meet the identified needs of a client (by a Lead Professional in the community) in a CAF - Social Care to deliver a specific intervention as identified within the Social Care plan - Youth Offending to deliver a specific intervention as identified within the Youth Offending Plan - Direct referrals from the public for the Safer Families Project
	Q: Will SF's continue to work primarily with the victim (mother) and children?	A: Yes, if this is the best way of delivering outcomes for this very important client group.
	Q: Will there be more joint working with FS workers?	A: All staff in the Family Support Teams will be called Family Support Workers. All work will be to deliver interventions based on the identified needs of a client; therefore if the identified needs of a client require interventions delivered by a range of Family Support Workers, or if the interventions to be delivered require more than one Family Support Worker to deliver them members of the team will work together.
	Q: There are concerns regarding holding CAF's that need to be progressed beyond the CAF assessment stage.	A: Where possible Lead Professionals for CAFs will be identified in the community; however the proposed structure and ways of working do allow for Lead Professionals to be identified with the Youth and Family Support Service.

Category:		Question:		Answer:	
		Q: Can we still do RJ training? Mediation training, as we were promised?		A: Any training for Family Support Workers will be commissioned to develop the team to be able to deliver its objectives. The key function for the team will be to deliver a catalogue of high quality interventions to clients. Training will be provided to ensure that the staff within the Service have the right skills to deliver the anticipated demand for each of these interventions.	
		Q: Would CAF co-ordinators be able to pick up and identify new LP? DV workers do not hold long term CAF's due to amount of cases they work?		A: Where possible Lead Professionals for CAFs will be identified in the community; however the proposed structure and ways of working do allow for Lead Professionals to be identified with the Youth and Family Support Service. Where CAFs are allocated within the Family Support Teams the caseloads of workers will be managed to ensure they are manageable and additionally allocation will take into account how to make best use of the skills and expertise of the team.	
		Q: The JD for the SFSW contains the sentence "To provide a responsive service in emergency situations ensuring the safety etc.....". It has been pointed out that IFF have never been an emergency service and that they are not qualified Social Workers. Are they now being expected to the job of a Qualified Social Worker?		A: The expectations of staff within the Service will be based upon their experience, skills and qualifications. This sentence was intended to convey the requirement that it is the responsibility of all who work in the Children's Service to respond appropriately and in a timely manner to safeguarding situations of which they are aware.	
		Q: Will CSC Team Managers recognise that their role in IFF is different to that of a Team Manager in CSC?		A: Yes. It has been proposed that it is an essential requirement of the team manager roles in the Family Support Service to be Social Work qualified to ensure that risk is managed appropriately and that the service is safe; however it will be essential that the team managers recognise that managing a Family Support Team delivering interventions across all thresholds from Early Intervention to Child Protection is different to managing a frontline social work team.	
		Q: The JD's of the SFSW and the FSW are very similar. Are the Senior Family Support Workers managers or practitioners?		A: The Senior Family Support Worker roles are management roles. As such although the primary function of the role is management there may from time to time be a requirement for these roles to hold a caseload or deliver interventions.	

Category:	Question:	Answer:
	<p>Q: Accommodation in NLBP Building 2 - will the Practitioner Support Team be situated near the social worker teams? This is felt to be essential.</p>	<p>A: This does not fall under the remit of the consultation and is a matter for the Head of Service and Smarter Working Project.</p>
	<p>Q: CAMHS support work - will this all be done at NLBP or will there be any off site support to teams not based at NLBP?</p>	<p>A: This will be determined as part of detailed service planning. If there is a requirement to be off site this will be factored into the requirements of the roles within the Practitioner Support Team.</p>
	<p>Q: Support assistants currently perform a number of finance tasks - these do not appear to be in the new role profile. Does this mean we will no longer be ordering travel tickets, birth certificates, parking permits etc?</p>	<p>A: No, this is not the case. This is very useful feedback and we will review the proposed job description taking this into account.</p>
	<p>Q: Clarity is needed about exactly what this new Practitioner Support team will be responsible for. The role profile is very vague and general and therefore it is not possible to identify exactly what the tasks will be.</p>	<p>A: A role profile would never explain exactly what the tasks of a role would be. Broadly the expectation is that the tasks will be similar to those already performed by the Central Support Team in Social Care with an expansion to provide practitioners across the Delivery Unit with the same level of support and additionally provide some support to Heads of Service.</p>
	<p>Q: DBS checks have been added to the Panel Co-Ordinator role, but other responsibilities removed. It feels like a de-skilling</p>	<p>A: Please provide detailed feedback on the Role Profile (an annotated copy would be useful) so this can be reviewed.</p>
	<p>Q: The new Role Profile includes 'taking minutes in high risk meetings'. This is not something that we have training or skills in. Will training be provided?</p>	<p>A: Training will be provided if gaps are identified.</p>

Category:	Question:	Answer:
	Q: Will the Practitioner Support team also be providing back up support for the MASH and the Panel Co-Ordinator?	A: Not on a day to day basis, although if there were a crisis situation one part of the service may be called on to assist another, as currently happens.
	Q: In the new Practitioner Support Team will all roles be generic or will there be specialisms, given the particular support needs of different groups of practitioners?	A: This level of detail is yet to be confirmed; however it is anticipated that roles will initially be generic, but in a team of this size there will always be specialisms that develop. This will be developed through the implementation phase after that consultation is complete working with the Practitioner Support Officer and members of the team.
	Q: Will ASWP have a deputy team manager role?	A: No, these roles are separate, although ASWP can be called upon to assist the team manager as required and may supervise students and support less experienced staff.
	Q: Why does the Carer recruitment Team not have a deputy, given the numbers?	A: Given the nature of the team as a non-caseholding team and given the variety of the work and types of worker it was not felt that a Deputy Team Manager was required and the span of control for supervision etc for the team manager is not too great.
	Q: The Adoption team has 4 ASWP whereas the recruitment team only has one? Both teams require practitioners with a high level of skill and experience.	A: This is a proposed mix of workers for the teams, which represents what we believe is the required mix across the Service that can deliver high quality outcomes and that can fit within the available budget.
	Q: Will we be required to complete the ASWP award?	A: A timescale will be set for this pending the outcome of the consultation.
	Q: What will happen if someone chooses not to take the award?	A: They may no longer be able to practice as a PP - this will be further considered as part of the consultation.
	Q: There are communication difficulties in our centre I have concerns how the work will be shared between team assistant and senior manager.	A: The exact details of how the operation will be managed will be developed through the implementation phase. It is expected however that the proposed structure will enable a high quality service to be delivered.

Category:	Question:	Answer:
	Q: How was the decision arrived at to delete and have 2 senior posts and incorporate these roles at the Family Resource Centre, and how this helps to savings at the Contact Centre?	A: The proposed structure was developed following the initial process work completed at the Contact Centre by the Transformation Team in January/February and then workshops with the senior managers responsible for the Centre and discussions with the senior management team for the delivery unit. The expectation is that the proposed structure can deliver a high quality service at the Family Resource Centre, but with the Family Resource Centre, along with all other areas of the Delivery Unit having to take a proportion of the savings target.
	Q: If we are taking on more staff how are we expected to spend less time doing our manager role?	A: Team Managers spans of control are expected to remain broadly similar to they are now and in line with the majority of other local authorities at approximately 1:7.
	Q: Has this restructure come from the feedback gathered from staff by Capita earlier in the year which I was involved in?	A: The proposed structure was developed following the initial process work completed by the Transformation Team in January/February and then workshops with the senior managers responsible for the Team and discussions with the senior management team for the delivery unit. The expectation is that the proposed structure can deliver a high quality service Onwards and Upwards Service. The proposals address some of the issues that have been identified through the initial work.
	Q: Is there a generic role profile for Team Managers?	A: The majority of team managers in Social Care will have a generic job description with the exception of the Carer Recruitment and Assessment Team Manager, Family Resource centre Manager, CAF Team Manager.
	Q: During the period between finishing college and obtaining HCPC registration what role would graduates been employed ? Will we have to be placed in the FWS team while unqualified?	A: To be confirmed but it is likely that you will be held against a qualified s/w post on the basis that this will be your substantive role once registered.
	Q: Why are Graduate trainees not listed on the structure chart?	A: The graduate trainees are out of scope for the consultation as there is no current plan to recruit any more graduate trainees.
	Q: If a disabled child becomes looked after will they still transfer to the Intervention and Planning team or the CIC team?	A: This will be determined as part of detailed service planning.

Category:	Question:	Answer:
	Q: Will the new FSW team offer services during evenings and weekends as this is when many families with a disabled child require intervention?	A: This is a requirement of the Service that has been built into the proposed job descriptions for the team.
	Q: Will the new FSW teams also provided a service to DCT families?	A: Yes, DCT can commission from the new team.
	Q: Will the Short Breaks Officer post be open to any of the Central Support Assistants?	A: Any roles that are available for Open Recruitment once the consultation is complete will initially be available for redeployees (i.e. those at risk) within Family Services to apply for and then if they are not filled through that process will be opened to other staff in Family Services and redeployees from across the council.
	Q: If the new structure is based on the journey of the child then the proposal for DCT does not fit as children come through from MASH for assessment, intervention and planning. The proposed structure bypasses all this.	A: The rationale is based on disabled children needing a 'permanent' ongoing service, and also the fact that children will be transitioning to Adult's and Communities.
	Q: What is the rationale for placing DCT in the Permanence and Transitions service area?	A: Please see above.
	Q: How come such a big service such as IFF, which has been increasing year by year, is being so drastically reduced? Is it no longer needed?	A: The services previously provided by IFF and FSW/SWA are being brought together to ensure that services are streamlined, efficient and effectively delivered through a new service delivery model. In developing the proposed new structure the management team have had to make difficult decisions to meet the council's financial savings requirement.
	Q: If the threshold for FSW becomes higher then this may affect service provision for families with a CAF?	A: We are considering a % split for EI and for CSC to ensure that services are available from the FSW team for both groups.

Category:	Question:	Answer:
	Q: What will be the main changes for the CAF team?	A: The CAF Team has been realigned to ensure that they are able to respond to all referrals more quickly and ensure that safety is maintained throughout the system. Additionally they will fulfil an internal commissioning role to ensure that the right interventions are commissioned from CAFs from the Youth and Family Support Teams. However in general terms the responsibilities of the team will remain the same. They will play a critical role in delivering the Early Intervention and Prevention Strategy.
	Q: Will ASWP need to move teams?	A: We want a balance across the teams so it is possible that people may have to move teams to take up this role.
	Q: Where is the AIDS grant funded social work post in the new structure	A: This post could be located within DAT or Intervention and Planning. It is not a specific post, but funding for a social work post.
	Q: Will assessments of un-borns be located in DAT or in Intervention and Planning	A: This will be finalised through the implementation phase of the restructure after the completion of consultation.
	Q: How will the requirements of the ASWP award be balanced against work commitments for those who are part time?	A: The award does not involve any time at college. It is completed as part of your work role and in your own time.
	Q: Will the fact that there are only a limited number of ASWP roles limit the career progression opportunities of social workers? Will they be allowed to undertake the award if there are no posts available?	A: Currently there are sufficient posts and some capacity in the system. The process will be developed further through the consultation.
	Q: There is only one ASWP in Adoption assessment but four in adoption support.	A: The current proposal is to have one Advanced Social Worker in the Carer Recruitment and Assessment Team and 4 in the Adoption Team.
	Q: Will it be different for those people appointed from outside as PP and those who did the internal process to become PP	A: No, everyone will be expected to achieve the ASWP award.

Category:	Question:	Answer:
	<p>Q: There is concern that staff have already indicated that they intend to leave the authority, the primary reason being that they believe there will no longer be the opportunity for specialist areas of practice.</p>	<p>A: The proposals are for a change in structure to the Service, not a change in work; therefore if there is currently a requirement for specialisms there will still be a requirement for specialisms under the new structure, but these will be managed in a different place.</p>
	<p>Q: There is concern about an increase in work in the DATS team, considered that there has effectively been a loss of an 18hr post and increased work, assessments of un-borns/viabilities and concern about meeting timescales.</p>	<p>A: We have based team sizes on an assessment of anticipated caseloads and some detailed modelling work; however we would welcome your feedback on what vulnerabilities are noted within the proposed structure and suggested solutions on where aspects of work that currently have no clear place would be best located. It is important to note that the proposals would involve transfer out of DATs teams at an earlier stage for example in CP (at 1st Conference rather than 1st Core Group). Additionally the proposed DATs teams have additional social work qualified capacity to the current structure.</p>
	<p>Q: There is concern expressed by some of the model of large teams, lots of responsibility for TM can feel chaotic</p>	<p>A: A structure of Deputy Team Managers is proposed to provide support for Team Managers. This is a common structure found in other local authorities and is already in place within the Fostering Support and Adoption Teams in Barnet.</p>
	<p>Q: There is concern being expressed about how skilled Deputy TM's would need to be, as the level of risk TM's are currently holding is very high, also questions about whether DTM's would be expected to hold cases too.</p>	<p>A: It is unlikely that Deputy Team Managers would regularly hold caseloads, although this could be a requirement from time to time. The level of skill and experience required for a Deputy Team Manager is set out in the role profile.</p>
	<p>Q: Will social work practice quality be able to be maintained with the DC T sitting in Permanence and Transitions rather than Intervention and Planning?</p>	<p>A: The Head of Permanence and Transitions is a role that will be filled by a qualified social worker and the DCT will be managed by a qualified social worker. Therefore the management hierarchy and qualifications of that hierarchy is the same as for any other social work team.</p>

Category:	Question:	Answer:
	<p>Q: The proposed structure went out- there is an Early Years Divisional Manager post on it but no team under this role. Is this because the Early Years Team are still waiting to hear their fate or is this team no longer going to exist?</p>	<p>A: There is a Head of Early Years post in the structure; however this is coloured in purple as Early Years is out of scope for this restructure. All proposals concerned with the future of Early Years will be discussed and consulted on as part of the Early Years Review.</p>
	<p>Q: In relation to the consultation going on as part of the Early Years Review, we won't hear what's happening to our posts until the end of October. My concerns are that jobs in other parts of the council have already been ring fenced or made open so staff who already know the outcome of their consultation are in a better position than us to apply for any posts that have been made available or they have certainly been given more time to think about what they will do – is this fair?</p>	<p>A: There are three major transformation projects within Family Services in progress to deliver the Council's priorities:</p> <ul style="list-style-type: none"> - Transforming Delivery - restructure currently under consultation - Early Years Review - Libraries Review <p>In accordance with the Council's priorities these are progressing against different timelines with staff consultation starting and concluding at different points. This is not an unusual situation within the Council where restructures frequently take place against differing timelines.</p>

Category:	Question:	Answer:
	<p>Q: In the absence of the Fostering & Adoption Panel Co-ordinator due to leave/sickness or a clash of dates due to the need to set up 'special panels', the task of minuting the panel meetings, preparing letters/agendas/sending out panel packs falls to the current line manager. In the new structure this post will be managed in the Carer Recruitment and Assessment Team, will staff within that team cover these tasks in the absence of the Panel Co-ordinator?</p>	<p>A: This is detail that will be developed during the implementation phase of the project once the consultation is complete.</p>
	<p>Q: If we choose not to take the ASWP award, or we attempt to achieve the award and fail, will we be given notice or will we simply be downgraded to Senior Social Workers?</p>	<p>A: Having received all your questions regarding the Advanced Practitioner role we are developing a revised proposal that will be shared on or before 13 October 2014.</p>
	<p>Q: If we are downgraded, will our caseloads and duties also be changed to reflect the fact that we are no longer considered able to continue to practice as Principal Practitioners?</p>	<p>A: Having received all your questions regarding the Advanced Practitioner role we are developing a revised proposal that will be shared on or before 13 October 2014.</p>
	<p>Q: If people are approaching retirement in the next couple of years, will they still be expected to achieve the ASWP award?</p>	<p>A: Having received all your questions regarding the Advanced Practitioner role we are developing a revised proposal that will be shared on or before 13 October 2014.</p>

Category:	Question:	Answer:
	Q: Do we have to complete the preparation for the award in our own time	A: Having received all your questions regarding the Advanced Practitioner role we are developing a revised proposal that will be shared on or before 13 October 2014.
	Q: Is Practice teaching a requirement of the ASWP award?	A: This is not a mandatory requirement, but often a useful way of demonstrating competency
	Q: How can we complete the award if we are part time?	A: Having received all your questions regarding the Advanced Practitioner role we are developing a revised proposal that will be shared on or before 13 October 2014.
	Q: Are there other awards we could achieve instead of the ASWP award that would demonstrate our advanced practitioner status, for example specialist awards in our field such as family therapy?	A: Having received all your questions regarding the Advanced Practitioner role we are developing a revised proposal that will be shared on or before 13 October 2014.
	Q: If at the end of the time period allowed for completion of the award, I choose not to submit for it, can I apply for other posts, or will I just be downgraded?	A: Having received all your questions regarding the Advanced Practitioner role we are developing a revised proposal that will be shared on or before 13 October 2014.
	Q: Why are we being asked to achieve this award now when we have been practicing as principal practitioners for a number of years with no concerns being raised about our practice?	A: Having received all your questions regarding the Advanced Practitioner role we are developing a revised proposal that will be shared on or before 13 October 2014.
	Q: This feels as if we are not valued for our current contribution and it is a de-skilling.	A: Having received all your questions regarding the Advanced Practitioner role we are developing a revised proposal that will be shared on or before 13 October 2014.
	Q: Transformation Programme Support- Will the service continue as it is until 31 March?	A: The Transformation Team is currently planned to be in place until 31 March 2015.

Category:	Question:	Answer:
	<p>Q: Development Projects Manager Role- In the job description it specifically references a 'Troubled Families Lead' numerous times as being the only staff managed by this post. There are two Troubled Families Analysts at the same level. In the new structure they are both managed by this new role. Will one of the roles be determined as the 'Lead'? Or was this simply a wrongly used term?</p>	<p>A: This is the wrong term. The roles in the proposed structure are as per the consultation document Appendix 2.</p>
	<p>Q: We are concerned that our experienced DATS managers could be appointed to other roles and we would lose valuable experience and knowledge</p>	<p>A: Appointments to roles in the new structure will be made to match the skills and experiences of staff with the assumption being that where possible staff will continue in the same or a similar role to that which they currently fill.</p>
	<p>Q: IFF Staff: Are we now part of the Youth Offending Service?</p>	<p>A: No. There are three areas within the proposed Youth and Family Support Service - Youth Service, Youth Offending and Family Support.</p>
	<p>Q: Some of the Admin staff have only been ring fenced for one job – should they have been offered other posts that are vacant?</p>	<p>A: Not at this stage. It has been assessed that they only have a 55% match and fulfill the 2 up 4 down criteria for one of the proposed roles in the new structure.</p>
	<p>Q: What is the new technology proposed for The Safeguarding team that will replace minute takers? What is the back up if this technology fails?</p>	<p>A: There are a number of options that will be considered - the exact technology will be agreed and implemented, including back up arrangements through the implementation phase after consultation is completed.</p>

Category:	Question:	Answer:
	<p>Q: Intervention and Planning Team (court work)- I am interested to know what your understanding and expectation of this new team is. There is talk of social workers continuing in their speciality, such as the court work, but this is not clarified in the new structure. Unlike the Children in Care Team which shows 2 long term teams, the Intervention and Planning Teams appear as generic. Will this be more formalised; separate Court, Child in Need and Child Protection Teams within the Intervention and Planning Team, or will the expectation be that social workers in this new team will be working generically with 3 different risk categories of families and children?</p>	<p>A: The details of the make-up and specialities in each team will be determined and agreed through the implementation stage of the project.</p>
	<p>Q: Conferences are currently held at Barnet House – is this planned to continue? If so, this will mean that one C&R Administrator (on a rota basis if duties are to be shared fairly) will have to be based at Barnet House to maintain the conference rooms, meet and greet parents/professionals and distribute agendas and forms etc.</p>	<p>A: The detailed operational processes will be determined during the implementation phase of the project after consultation.</p>

Category:	Question:	Answer:
	<p>Q: Initial Conferences and Transfer In Conferences are sometimes booked at short notice, which will be difficult to accommodate – particularly if 8.27 C&R Admin posts are being reduced to 3.5 and only 1 person is experienced in minute taking. It is understood ‘staff will be trained where gaps are identified’, but how will the gap be covered in the interim? 1 person cannot cover all.</p>	<p>A: The detailed operational processes will be determined during the implementation phase of the project after consultation.</p>
	<p>Q: In the C&R Administrators revised job description it outlines a key accountability as ‘recording the discussion leading to a decision regarding Child Protection Registration and to clearly identify the decisions and recommendations which form the basis of the Child Protection Plan’. Does this mean an administrator is required to attend and minute Initial CP Conferences? If this is the case there will certainly be a need for more than the proposed 3.5 posts to ensure all admin duties linked to the new role are covered and completed within timescales.</p>	<p>A: The detailed operational processes will be determined during the implementation phase of the project after consultation.</p>

Category:	Question:	Answer:
	<p>Q: It has been stated that Conference Minute Takers are being replaced by 'technology' however the technology to be used by Conference and Reviewing Officers in CP Conferences has not been specified i.e audio recording / electronic white board / use of tablet / video recording / webcam. How are future conferences planned to be conducted and does this not conflict with the London Child Protection Procedures / Working Together module?</p>	<p>A: The detailed operational processes will be determined during the implementation phase of the project after consultation. However proposals have been assessed against all relevant guidance by the relevant Head of Service.</p>
	<p>Q: Why is ASYE and year 2 social workers considered together, as the ASYE program is only for a year. After that you are expected to hold a full case load, as any other social worker. Is that to do with the payment? Would it be considered having in a team a ASYE and a year 2 social worker?</p>	<p>A: The proposed structure has been developed to ensure that there is an appropriate mix of experience in a team and although a year 2 social worker has completed the ASYE they are still relatively inexperienced. The proposed structure however is aspirational as regards the mix of experience in teams and therefore it may take a period of time for this to become the actual establishment of teams.</p>

Category:	Question:	Answer:
	<p>Q: What was the thinking in deleting the Contact Coordinator post? None of the re-written JD profiles include any of the work currently being undertaken by the Contact Coordinator so how did a decision come about to lose this work that's done? What were the findings from our original consultation with Capita? There wasn't enough time in our first consultation to discuss the Contact Coordinator post and it wasn't elaborated on in the second consultation either so how have they come to the decision to delete a post when there wasn't enough knowledge given at consultation of the roles and responsibilities pertaining to the post? Is there any documentation we can read that details the outcome of those two sessions?</p>	<p>A: The proposed structure was developed following the initial process work completed at the Contact Centre by the Transformation Team in January/February and then workshops with the senior managers responsible for the Centre and discussions with the senior management team for the delivery unit. The expectation is that the proposed structure can deliver a high quality service at the Family Resource Centre, but with the Family Resource Centre, along with all other areas of the Delivery Unit having to take a proportion of the savings target. The exact details of how the operation will be managed will be developed through the implementation phase. It is expected however that the proposed structure will enable a high quality service to be delivered.</p>
	<p>Q: How much money has been saved by the proposed restructure at FRC?</p>	<p>A: The proposed structure has been developed to deliver the best possible outcomes from the Family Resource Centre including addressing issues that were identified at the Centre. The saving delivered through the proposals at the FRC forms part of the savings for the whole Delivery Unit totalling £2.3m.</p>

Category:	Question:	Answer:
	<p>Q: Why when other services/teams are being given Deputy posts, are we losing ours when the new Senior Contact Supervisor JD incorporates a high percentage of the original DTM's roles and responsibilities but with a reduction in pay?</p>	<p>A: The proposal was based on the extended hours compared to other parts of the Delivery Unit that are worked at the Family Resource Centre and the need to always have senior cover and therefore required three roles to do this.</p>
	<p>Q: What was the thinking in the deletion of the contact coordinator post in the new Family Services Structure when it is an integral part of the contact Service and the proposed savings by the deletion of this post are minimal in the greater scheme of things</p>	<p>The proposed structure was developed following the initial process work completed at the Contact Centre by the Transformation Team in January/February and then workshops with the senior managers responsible for the Centre and discussions with the senior management team for the delivery unit. The expectation is that the proposed structure can deliver a high quality service at the Family Resource Centre, but with the Family Resource Centre, along with all other areas of the Delivery Unit having to take a proportion of the savings target. The exact details of how the operation will be managed will be developed through the implementation phase. It is expected however that the proposed structure will enable a high quality service to be delivered.</p>
	<p>Q: I am just wondering the future of Onwards and Upwards team? Are they remaining a part of Barnet or are they going to be outsourced</p>	<p>A: There are no proposals to outsource Onwards and Upwards.</p>
	<p>Q: Would CAF co-ordinators be able to pick up and identify new LP? DV workers do not hold long term CAF's due to amount of cases they work</p>	<p>A: Where possible Lead Professionals for CAFs will be identified in the community; however the proposed structure and ways of working do allow for Lead Professionals to be identified with the Youth and Family Support Service. Where CAFs are allocated within the Family Support Teams the caseloads of workers will be managed to ensure they are manageable and additionally allocation will take into account how to make best use of the skills and expertise of the team.</p>
	<p>Q: Will there be more joint working with FS workers?</p>	<p>A: All staff in the Family Support Teams will be called Family Support Workers. All work will be to deliver interventions based on the identified needs of a client; therefore if the identified needs of a client require interventions delivered by a range of Family Support Workers, or if the interventions to be delivered require more than one Family Support Worker to deliver them members of the team will work together.</p>

Category:	Question:	Answer:
	Q: Will the referral process change?	<p>A: Referrals for the Family Support teams will be received from:</p> <ul style="list-style-type: none"> - The CAF Team either to act as lead professional on a CAF or to deliver a specific intervention to meet the identified needs of a client (by a Lead Professional in the community) in a CAF - Social Care to deliver a specific intervention as identified within the Social Care plan - Youth Offending to deliver a specific intervention as identified within the Youth Offending Plan - Direct referrals from the public for the Safer Families Project
	Q: Will all DV cases automatically go to DV workers?	<p>A: Interventions will be commissioned from Family Support Teams based on the identified need of that family, child or young person. These cases will then be allocated to the worker in the team who is most appropriate to work with that client and to deliver the required intervention.</p>
	Q: Will they be placed in the same team to allow stability and retain a sense of being a team within the new team make-up?	<p>A: The mix of skill sets and expertise within the proposed Family Support Teams has not yet been developed. It is however hoped that although there will be two discrete teams that they (along with the Youth Teams within the Service) will operate as a whole team delivering high quality interventions that deliver excellent outcomes for clients regardless of the individual team within which someone is managed.</p>
	Q: Is it envisaged that the current level of services offer will reduce?	<p>A: The Service will be designed based on an in-depth needs analysis of the clients with which the service will be required to work and in accordance with the priorities of the Early Intervention and Prevention Strategy. The interventions delivered by the new service will be delivered based on the priorities identified through this exercise and in accordance with the needs of clients.</p>
	Q: How will the SF Project operated in the new look team? Who will manage the Project? Will it still be a stand –alone project?	<p>A: This detail will be developed through the implementation phase of the transformation after the completion of consultation.</p>
	Q: Will there be still be 3 DV worker posts in the new teams?	<p>A: The staff in the new Family Support Teams will all have a generic Family Support Worker job description; however there will be an expectation that they will have a range of skill sets and expertise to meet the differing needs of clients. Domestic Violence is obviously one of the most significant issues facing Family Services clients and therefore workers who have these skills and expertise will be a necessity in these teams.</p>

Category:	Question:	Answer:
	Q: Will ASWP need to move teams?	A: We want a balance across the teams so it is possible that people may have to move teams to take up this role
	Q: Is there a senior social work role in the new structure. It is not listed	A: The social work role profile includes level 1, level 2 and senior social workers
	Q: How will ASYE's be spread across the teams if there are more ASYE and year 2 social workers currently employed than there are posts listed.	A: The structure sets out our vision for spreading experiences and newly qualified staff across the teams to ensure a spread of skills. All currently employed ASYE and Year 2's will have posts in the new structure.
	Q: Is the CAF Deputy Team Manager part of the Deputy Team manager group or separate? It appears separately on the list	A: At the start of consultation it is proposed to be a unique role with a separate role profile; however your thoughts on this situation and whether it would better fit within the wider Deputy Team Manager group would be welcome.
	Q: Is this a move towards outsourcing of the FSW service?	A: This is not currently being considered.
	Q: Will the CAF Deputy Manager role be open to MAST workers?	A: The CAF deputy manager will be a social work qualified post and open for recruitment
	Q: What was the reason for the creation of this new role (Performance Officer)?	A: We want to ensure there is sufficient capacity for performance monitoring and identifying and pro-actively responding to trends. The performance role has been located alongside Data and systems roles so that there is better join up between these areas and performance monitoring can be better underpinned by an understanding of the systems and PI definitions. Better understanding of our data is crucial to the good business management of our operations.
	Q: Can you explain the everyday duties? Can these then be added to the job description and could it be tightened to avoid duplication of work with roles that work closely together e.g. Strategy and Insight Officer and Systems Analysts?	A: It is not possible to include all duties that could arise in any job description. The more detailed design work around the specific tasks that roles will do (within the scope of JDs) is due to start soon. I have taken on board your comments around potential for confusion between the Performance officer role and that of Insight and Strategy Officer and Systems Analyst.

Category:	Question:	Answer:
	<p>Q: What statistical tasks would a Strategy & Insight Officer be responsible for / Performance Officer? Would there be training for this new team to reflect this joint role? If so can you provide examples?</p>	<p>A: Performance officers would be deep dives in areas identified through performance meetings as requiring more investigation. This could include trend analysis, benchmarking, exploring the relationship between several different indicators, looking at deviation from the norm etc. S&I officers will need to be able to use basic excel functions and do things such as calculate percentages in order to develop needs assessments and use data to inform future service development. They will also need to liaise with performance officers to ensure that findings from performance analysis and deep dives done by Performance officers are incorporated into this. This will be developed more as part of the detailed design work.</p>
	<p>Q: DP training – will it be split off for Education or will we continue to provide one training service?</p>	<p>A: Each DU will be responsible for delivering its own training. Responsibility for Data protection training within the Education and Skills area would be part of the Senior Data and Systems role. However, training could be coordinated across the two DUs to ensure a consistent approach and make best use of resources prior to development of an alternative delivery model for E&S.</p>
	<p>Q: SARs – I assume that education SARs will stay with the Education Data and Systems Team?</p>	<p>A: Yes, SARs for Education would stay within the Education and data systems team.</p>
	<p>Q: FOIs – will the move of FOIs to the customer care role include education FOIs or just Social Care? (the split is roughly half and half).</p>	<p>A: The FOI and Complaints role in the Family Services DU will be solely for Family Services FOIs. Education FOIs will be carried out as part of the role of the Data Quality Officer roles in E&S.</p>
	<p>Q: At the moment our team collects data termly from independent childcare settings, this is for the 3&4 year old free nursery grant and annually we have to do an Early Years Census return to the DFE. Will this sit within the Data & Systems Teams in Education or in Family Services?</p>	<p>A: This needs to be fully defined as part of the Tribal FIS project. It is very likely that the early years census will remain in the Education and Skills team but there will be joint working required between the Family Services Systems team, E+S systems team and the early years team. It may be that 2, 3 and 4 year old collections take place within the Early Years Team and run through FIS to generate payments.</p>

Category:	Question:	Answer:
	<p>Q: Please advise what the Professional Capability framework will entail. Is it assessed by portfolio?</p>	<p>A: The professional capabilities framework is available on the College of Social Work website and details the expectations of practitioners performing at an advanced level. You will be expected to provide a written statement for each of the nine capabilities, detailing how your current performance matches the expectations in that area. A template will be provided for completion. You will be asked to refer to evidence of your practice but will not be required to produce a portfolio.</p>
	<p>Q: The hospital social work team is being deleted as part of the new structure. An imperative role of the team is to attend weekly psychosocial meetings at hospitals (Barnet General and Royal Free Hospitals). There are five different meetings in total (two are weekly, two are fortnightly and one is monthly). Who will continue to attend these meetings and liaise with the hospitals regarding referrals/cases?</p>	<p>A: This will be determined during the implementation phase of the project after the completion of consultation.</p>
	<p>Q: Would CAF co-ordinators be able to pick up and identify new LP? DV workers do not hold long term CAF's due to amount of cases they work</p>	<p>A: Where possible Lead Professionals for CAFs will be identified in the community; however the proposed structure and ways of working do allow for Lead Professionals to be identified with the Youth and Family Support Service. Where CAFs are allocated within the Family Support Teams the caseloads of workers will be managed to ensure they are manageable and additionally allocation will take into account how to make best use of the skills and expertise of the team.</p>
	<p>Q: If not successful what happens next? Will I have to accept or apply for other family support role.</p>	<p>A: All staff in the Family Support Teams will be called Family Support Workers. All work will be to deliver interventions based on the identified needs of a client; therefore if the identified needs of a client require interventions delivered by a range of Family Support Workers, or if the interventions to be delivered require more than one Family Support Worker to deliver them members of the team will work together.</p>

Category:	Question:	Answer:
	Q: Will there be more joint working with FS workers?	A: All staff in the Family Support Teams will be called Family Support Workers. All work will be to deliver interventions based on the identified needs of a client; therefore if the identified needs of a client require interventions delivered by a range of Family Support Workers, or if the interventions to be delivered require more than one Family Support Worker to deliver them members of the team will work together.
	Q: Will the referral process change?	A: Referrals for the Family Support teams will be received from: - The CAF Team either to act as lead professional on a CAF or to deliver a specific intervention to meet the identified needs of a client (by a Lead Professional in the community) in a CAF - Social Care to deliver a specific intervention as identified within the Social Care plan - Youth Offending to deliver a specific intervention as identified within the Youth Offending Plan - Direct referrals from the public for the Safer Families Project
	Q: Will all DV cases automatically go to DV workers? Will current roles remain eg Charlotte working with Merlin referrals from MASH, Heather working in the West and Raimonda in the East of the Borough?	A: Interventions will be commissioned from Family Support Teams based on the identified need of that family, child or young person. These cases will then be allocated to the worker in the team who is most appropriate to work with that client and to deliver the required intervention.
	Q: Will they be placed in the same team to allow stability and retain a sense of being a team within the new team make-up?	A: The mix of skill sets and expertise within the proposed Family Support Teams has not yet been developed. It is however hoped that although there will be two discrete teams that they (along with the Youth Teams within the Service) will operate as a whole team delivering high quality interventions that deliver excellent outcomes for clients regardless of the individual team within which someone is managed.
	Q: Is there a senior social work role in the new structure. It is not listed	A: The social work role profile includes level 1, level 2 and senior social workers
	Q: How will ASYE's be spread across the teams if there are more ASYE and year 2 social workers currently employed than there are posts listed.	A: The structure sets out our vision for spreading experiences and newly qualified staff across the teams to ensure a spread of skills. All currently employed ASYE and Year 2's will have posts in the new structure.

Category:		Question:		Answer:	
		Q: Will the CAF Deputy Manager role be open to MAST workers	Q: Is this a move towards outsourcing of the FSW service	A: The CAF deputy manager will be a social work qualified post and open for recruitment	A: This is not currently being considered
		Q: What happens to those who will be off during the selection period eg pre booked AL or someone with a planned essential operation that means they will be off sick and will be away from work for the whole thing?		A: Line Managers should feedback to Link Managers about annual leave and absence during the recruitment process within their teams. All those on maternity leave or long-term sick have been contacted by the Link Managers and this will continue over the recruitment process. If staff are absent due to holiday or short-term sickness during the recruitment process this will be dealt with on a case by case basis and appropriate arrangements made around interview dates. Employees on maternity leave and long-term sickness will be invited to apply for roles and attend interviews inline with all Family Services employees. Those on maternity leave may use one of their 'Keep in touch' days for consultation briefings and interviews.	
		Q: So much care goes into our work. Lots of the checking that is done to ensure 100% compliance won't be able to be done and there will be mistakes and data breaches.		A: This concern has been responded to through consultation close - more Conference and Administrators have been included in the final proposal to ensure there is sufficient capacity to fulfill all the functions of the team and deliver a high quality service.	
		Q: We do more specialised work in our service and I don't want to lose the specialist knowledge. Why do you want to make everyone generic.		A: The proposals for administrative support are to create a new job description that will enable the team to support all the functions required across the Conference and Review Team. This is not to make all roles generic, but to make sure there is resilience in the team so that all functions can be delivered when there is sickness or annual leave. Management within the team will decide how the new structure will become operational and it therefore may well be decided that there will be some element of specialism within the team, but covered within the job description.	
		Q: I already do more than my hours as do most of us regularly. How can we take on the work of an extra 3.5 people (when at least half of what they do is the additional tasks, not the minute taking)		A: This concern has been responded to through consultation close - more Conference and Administrators have been included in the final proposal to ensure there is sufficient capacity to fulfil all the functions of the team and deliver a high quality service.	

Category:	Question:	Answer:
	<p>Q: Putting more onto the conference chairs will not work when as the moment they are struggling to get their minutes out, sometimes lac review minutes are months and months behind and sws and admin have to chase them. How can the chairs take on all the admin work for conferences as well? We administer 14 conferences a week sometimes and all go smoothly and on time. How can chairs achieve that without support?</p>	<p>A: This concern has been responded to through consultation close - more Conference and Administrators have been included in the final proposal to ensure there is sufficient capacity to fulfil all the functions of the team and deliver a high quality service.</p>
	<p>Q: We support the social work teams hugely in terms of knowing the children and what may have been missed, this will all be lost. We care about the children and the social workers and we put so much into getting it right. Centralising everything and making everyone generic will be so damaging.</p>	<p>A: This concern has been responded to through consultation close - more Conference and Administrators have been included in the final proposal to ensure there is sufficient capacity to fulfil all the functions of the team and deliver a high quality service.</p>
	<p>Q: Slough cut admin in safeguarding and ended up in special measures, why are we adopting such a high risk approach and why don't we learn from other places that have tried this and it hasn't worked?</p>	<p>A: This concern has been responded to through consultation close - more Conference and Administrators have been included in the final proposal to ensure there is sufficient capacity to fulfil all the functions of the team and deliver a high quality service.</p>

Category:	Question:	Answer:
	<p>Q: The 3.5 admin workers left if the proposals are accepted will have an undoable job. How can they do all that needs doing?</p>	<p>A: This concern has been responded to through consultation close - more Conference and Administrators have been included in the final proposal to ensure there is sufficient capacity to fulfil all the functions of the team and deliver a high quality service.</p>
	<p>Q: Will the BSCB jobs be offered to all of the department or to redeployees only</p>	<p>A: All vacant roles in Family Services will be advertised on 12 November 2014 (including those in BSCB) to those staff "At Risk" of redundancy i.e. to anyone who does not assimilate into a role in the new structure.</p>
	<p>Q: When will we know if our feedback has been successful in changing the consultation proposals (ie that it is impossible for us to function without more posts being added in)</p>	<p>A: Consultation closes on 22 Oct and formal feedback is 3 Nov in employee briefings and published documents</p>
	<p>Q: If social work teams have to take on the invites, arranging, and admin for conferences and lac reviews it will be chaos. This is also not a good use of their time and there will be no consistency.</p>	<p>A: There are no proposals for social workers to take on these responsibilities - they will remain the responsibility of the Conference and Review Team.</p>
<p>TERMS AND CONDITIONS:</p>	<p>Q: What terms and conditions will the new structure offer?</p>	<p>A: Terms and conditions will be standard existing Barnet terms and conditions, if you are on a permanent contract then you will remain on your current terms and conditions of employment.</p>
	<p>Q: Are the new roles permanent or fixed-term contracts?</p>	<p>A: All of the roles in the new structure are permanent</p>
	<p>Q: Will the new Family Support Worker jobs be on fixed term contracts or permanent contracts?</p>	<p>A: All posts in the new structure will be permanent .</p>

Appendix 10 – Frequently Asked Questions

Category:	Question:	Answer:
	Q: Will those people currently on permanent contracts be changed to fixed term contracts	A: All posts in the new structure will be permanent .
	Q: Will those people currently on permanent contracts be changed to fixed term contracts	A: All contracts in the new structure are permanent.
	Q: Will the new Family Support Worker jobs be on fixed term contracts or permanent contracts?	A: All posts in the new structure will be permanent .
	Q: Will permanent contract holders have an advantage over fixed term contract holders	A: Employees on fixed term contracts are to be treated no less favourably than permanent employees. For the purposes of the Family Services Transformation employees who are not covering the post of a permanent employee will be treated in the same way as permanent employees. Employees on fixed term contracts who are covering an employee on maternity leave, long term sick or secondment and there for the role already has an incumbent will not be part of the recruitment process due to objective justification
	Q: How will jobs be decided between part time and full time staff and those on term time only contracts?	A: Part-time Employees: it is proposed will apply for a role on the Full Time Equivalent they currently work (number of hours against a full time week) Term-time Only: Employees it is proposed will apply for the new role and reapply for flexible working hours of term-time only working
	Q: Will we still get increments?	A: Posts are being evaluated against the current grading structure. This is a wider council issue and will be subject of the Unified Reward programme next year.
	Q: Will we be paid less that we currently get	A: The grading structure for posts will be released in indicative form on Monday 29 September.

Category:	Question:	Answer:
	<p>Q: Will there be changes to terms and conditions</p>	<p>A: The Family Services Transformation will not be altering in bulk terms and conditions. These are new roles within the structure and if you are successful you may need to reapply for some flexible working conditions for the new role. Separately from this transformation programme the Council is moving towards implementing a 'Unified Pay and Reward' programme from July 2015 to:</p> <ul style="list-style-type: none"> • Standardise terms and conditions across the workforce • Introduce job families • Introduce a new pay and grading system linked to Hay grading • This restructure will be completed under the current pay and grading methodology: • Heads of Service evaluated under HAY • All other posts evaluated under GLPC • The move to a 'Unified Pay and Reward' programme will happen in July 2015 in line with the rest of the Council, and consultation on this will take place separately at a later date.
	<p>Q: What will happen to staff who work across two different grades during the week?</p>	<p>A: In cases where an employee has two part-time roles within the service it is proposed that they will be assimilated or be ring fenced to one or a number of posts and the intention is they will carry out their full working week in one role.</p>
	<p>Q: I understand the pay structures will not be coming out until February of next year. By which time a decision would have been made about which post I would be assimilated to. My concern is that I will be assimilated to a post where I do not know what the salary will be. Would it not have been better to have some indications about salaries before being assimilated to a post ?</p>	<p>A: The 'new pay structures' are part of the Unified Pay and Reward Programme. The Council is moving towards implementing a 'Unified Pay and Reward' programme to: Introduce job families Introduce a new pay and grading system linked to Hay Grading This restructure will be completed under the current pay and grading methodology Head of Service evaluated under HAY All other posts evaluated under GLPC Proposed gradings were released on 29th September The move to Unified Pay and Reward programme will happen in July 2015 in line with the rest of the Council, and consultation on this will take place separately at a later date.</p>
	<p>Q: Will there be any scope to work part-time in the new structure.</p>	<p>A: From 30 June 2014 every employee has the statutory right to request flexible working after 26 weeks employment service.</p>

Category:	Question:	Answer:
<p>PAY AND GRADING:</p>	<p>Q: Will the salaries change with Unified Reward? What is the relationship with unified reward of the salaries proposed?</p>	<p>A: The Council is moving towards implementing a 'Unified Pay and Reward' programme to:</p> <ul style="list-style-type: none"> • Standardise terms and conditions across the workforce • Introduce job families • Introduce a new pay and grading system linked to Hay grading • This restructure will be completed under the current pay and grading methodology: • Heads of Service evaluated under HAY • All other posts evaluated under GLPC • Proposed gradings will be released on 29 September • The move to a 'Unified Pay and Reward' programme will happen in July 2015 in line with the rest of the Council, and consultation on this will take place separately at a later date
	<p>Q: Will the Market Factor Supplement remain in place?</p>	<p>A: There will be a requirement for market factor supplements for some roles to ensure comparability across the market. There will be an investigation into combining this into salaries as part of the Unified Reward Programme in July 2015 but not part of the Family Services Transformation Programme.</p>
	<p>Q: Will salaries be reduced?</p>	<p>A: Grading information will be available to see on each JD on the intranet from Monday 29th September.</p>
	<p>Q: Can you please confirm the SCP for post no R110 – Practitioner Support Assistant. The 'Proposed Grading document' indicates the post has been evaluated at SCP 18-21 whilst the Job Description attached to the second release of consultation documents indicates a SCP 19-22</p>	<p>A: 19 - 22 is the correct grading.</p>
	<p>Q: Which jobs are being re-scaled?</p>	<p>A: The proposed pay scales for all roles in scope for the restructure.</p>

Category:		Question:	Answer:
		Q: Is there any thought of developing the adoption team into a social work practice?	A: No plans at present
		Q: Why is the Job Description for the Safeguarding Children Board Administrator (R86) not available on the intranet	A: This role is not part of the Family Services Transformation Programme due to the funding method of this independent role. There is however a vacancy in this area that will be advertised at the same time as the ring-fence and open competition roles on 12 November, available to those at risk of redundancy. The decision to advertise this role in line with the FS Transformation was made to reduce the potential numbers of employee redundancies necessary in the service
RECRUITMENT PROCESS:		Q: What is the recruitment process for each role?	A: Recruitment for each role will be one of the following processes: <ul style="list-style-type: none"> • Assimilation • Ring fenced competition • Open competition
		Q: When will you tell what the actual process for each role will be?	A: This information about the proposed processes will be released on 29 September and confirmed in the briefings at the close of consultation.
		Q: When is the recruitment process?	A: The recruitment process will commence following GFC approval on 11 November. The exact sequencing of recruitment for all of the different roles will be confirmed during the consultation period.
		Q: If I am ring fenced, will I know how many other people are ring fenced for the same role?	A: Yes, this document is an appendix to the consultation document
		AMMENDED Q: How did you decide who was in a ring fence?	A: Those that are ring fenced follow the same principles as assimilation but there are more people than posts. An individual is assimilated to a post if their current role is at least a 55% match to the new role and their current SCP is either 2 up or 4 down from the proposed grading of the role in the new structure.

Category:		Question:		Answer:	
		Q: If an employee's letter says proposed assimilation, are any of the Open Competition roles open to them?		A: If an employee has been assimilated to a role at the end of the consultation process the individual would not then be permitted to apply for a post in the open competition phase for at risk employees . If the roles are not filled during this phase the role is likely to be advertised across the council or externally, at this point any employees that have been assimilated can apply for the roles	
		Q: If I am in a competitive assimilation with one other person and both of us submit a preference for the same post and then go into a competitive situation will the unsuccessful person then be assimilated into the remaining role or have to undergo some process or competition from others?		A: If two employees are assimilated for two roles and both show a preference for the same role there will need to be a competitive process. Following this the successful candidate will be appointed into the converted role and the unsuccessful candidate will then be assimilated into the remaining role	
		Q: What happens to those who will be off during the selection period eg pre booked AL or someone with a planned essential operation that means they will be off sick and will be away from work for the whole thing?		A: Line Managers should feedback to Link Managers about annual leave and absence during the recruitment process within their teams. All those on maternity leave or long-term sick have been contacted by the Link Managers and this will continue over the recruitment process. If staff are absent due to holiday or short-term sickness during the recruitment process this will be dealt with on a case by case basis and appropriate arrangements made around interview dates. Employees on maternity leave and long-term sickness will be invited to apply for roles and attend interviews inline with all Family Services employees. Those on maternity leave may use one of their 'Keep in touch' days for consultation briefings and interviews.	
		Q: What happens to those who will be off during the selection period eg pre booked AL or someone with a planned essential operation that means they will be off sick and will be away from work for the whole thing?		A: Line Managers should feedback to Link Managers about annual leave and absence during the recruitment process within their teams. All those on maternity leave or long-term sick have been contacted by the Link Managers and this will continue over the recruitment process. If staff are absent due to holiday or short-term sickness during the recruitment process this will be dealt with on a case by case basis and appropriate arrangements made around interview dates. Employees on maternity leave and long-term sickness will be invited to apply for roles and attend interviews inline with all Family Services employees. Those on maternity leave may use one of their 'Keep in touch' days for consultation briefings and interviews.	

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Category:	Question:	Answer:
	Q: Will SWA/FSW in social care be on an equal footing with IFF workers for the new jobs?	A: All employees in a shared ring -fence will be treated equally throughout the recruitment process.
	Q: What is the process for applying for the jobs?	A: The recruitment process is scheduled to be published on Monday 29 September
	Q: Will there be payment protection if pay scales are reduced	A: Pay Protection is calculated from the employee's substantive scp prior to redeployment and is capped to the lower of a maximum of four scp above the top of the grade appointed to following redeployment or the job holders scp prior to redeployment. The period of the Pay Protection is calculated by reference to length of service: Less than two years = Equivalent to contractual notice period (subject to a maximum of three months) Two years plus but less than five years = Six months More than five years = One year
	Q: Will we know who the team managers of the new teams will be before we express a preference for where we go in the new structure	A: Given the tight timescale for matching people to posts, it may not be possible as all posts will be being decided at the same time.
	Q: Will full time staff be given preference over part time staff?	A: Part-time employees are a valuable part of the workforce and will be given equal opportunities in the recruitment to the new structure.
	Q: What happens if we express a preference and then change our mind if we see a vacancy in another area?	A: If an employee has been assimilated to a post this may include completing a preference form. Once confirmation of assimilation has been received that individual will not be able to apply for one of the open competition roles until after those employees at risk of redundancy have completed their process. These roles if still vacant will be available to all to apply.
	Q: What will the process be for selecting social work jobs in the new structure? Will people be asked to submit a list of preferences?	A: The recruitment process is scheduled to be published on Monday 29 September

Category:	Question:	Answer:
	Q: How will we manage if people start leaving the service? We don't want to be relying on agency staff?	A: We have a new Recruitment web site ready to launch if we need to recruit from outside to vacancies. We want to try to ensure all internal staff are matched to posts before bringing new staff in. In some cases using agency or interim staff will still be the most appropriate back fill until the roles can be recruited to permanently.
	Q: How will we ensure the right skill matching for teams if selection is based on preference? Not everyone is suited to work in the MASH.	A: The matching and selection process will take account of skills and the needs of the service.
	Q: Does it matter how long you have been working for Barnet? Any credit for long service	A: The selection process will be applied fairly across all posts. Length of service will be relevant if payment protection is required through redeployment.
	Q: If not offered a post will I be put in a deputy role?	A: Following any ring-fenced competition, if an individual is not successful they would not be automatically matched to a post outside of the 2 SCP up 4 SCP down redeployment policy.
	Q: Can I express a preference for a specific role in my competitive assimilation or ring-fence?	A: Detail on expressing a preference will be released on 6 October with a 20 October return date.
	Q: Graduate Trainees: When will we know what vacancies will be available when we qualify and return to the service?	A: Vacancies will be identified across the service by December. Early in the new year graduate trainees will be given the opportunity to express their preferences for returning.
	Q: As IFF workers have received extensive training, will this give them an advantage over CSC workers?	A: All SWA and FSW have skills and experience to contribute to the new service and need to consider where they might best use these.
	Q: If I am assimilated into a post, I then apply for an open post and am unsuccessful, do I retain my assimilated post	A: Yes, the assimilated post would be your substantive post
	Q: If I am assimilated into an ASWP post in December, can I still apply for an open post?	A: All open posts will be available for application after the matching and assimilation is completed.

Category:	Question:	Answer:
	<p>Q: There are 430 agency workers in Barnet. How can we find out the agency roles?</p>	<p>A: HR are carrying out the process of contacting recruiting managers of all those who are agency workers within the council. This will allow us to understand whether the roles that they have filled with agency workers can be advertised through the redeployment list. Any roles that become available this way will be advertised.</p>
	<p>Q: What happens to those who will be off during the selection period eg pre booked AL or someone with a planned essential operation that means they will be off sick and will be away from work for the whole thing?</p>	<p>A: Line Managers should feedback to Link Managers about annual leave and absence during the recruitment process within their teams. All those on maternity leave or long-term sick have been contacted by the Link Managers and this will continue over the recruitment process. If staff are absent due to holiday or short-term sickness during the recruitment process this will be dealt with on a case by case basis and appropriate arrangements made around interview dates. Employees on maternity leave and long-term sickness will be invited to apply for roles and attend interviews in line with all Family Services employees. Those on maternity leave may use one of their 'Keep in touch' days for consultation briefings and interviews.</p>
	<p>Q: Do I need to explain the rationale for my preferences in the form?</p>	<p>A: The activity that is taking place between 6th October and 20th October is that any employees that are either in a competitive assimilation or ring-fence competition, with more than one option of role or option on team within a generic role are to complete their preferences where applicable. Personal statements will not be required for any of the processes until 12th November and subject to GFC approval at the earliest. Equally please complete the preference forms showing your preferences as directed, there is no requirement to write an explanation behind this and any explanations would not be considered as part of the process.</p>

Category:	Question:	Answer:
	<p>Q: Can you please explain why the date for submitting personal statements is 20th October when the consultation period does not finish until 22nd October. Surely if a true consultation is taking place staff will need to know the finalised structure and personal specification and JDs before they are able to submit a personal statement. In the Family Services Transformation document ver. 2 circulated on 29/09/14 page 5 it states: The specific method of assessment for each open recruitment role will be outlined following the outcomes of the consultation'</p>	<p>A: The activity that is taking place between 6th October and 20th October is that any employees that are either in a competitive assimilation or ring-fence competition, with more than one option of role or option on team within a generic role are to complete their preferences where applicable. Personal statements will not be required for any of the processes until 12th November and subject to GFC approval at the earliest.</p>
	<p>Q: Which day will roles be advertised?</p>	<p>A: For employees at risk of redundancy and have received a letter stating that they are either part of a ring-fence or that they have no match to their job. Roles will be advertised to these individuals on the 12 November 2014, subject to GFC approving the structure on 11 November 2014. For employees that are assimilated into a role, roles will be advertised to apply for from 15th December 2014 through to 31 March 2015 . The council has a priority to minimise potential redundancies before roles are opened up to the wider service for application.</p>
	<p>Q: Will managers be expected to undergo a competency test or just to provide a written capability framework statement?</p>	<p>A: Dependent on the role in question a personal statement will be required and then a mixture of interview, technical exercise and competency based assessment. The methods of recruitment for all ring-fence roles have been published during the consultation process.</p>

Category:	Question:	Answer:
	<p>Q: What is the weighting of each section of the recruitment process?</p>	<p>A: The proposed weighting for each of the elements stated would be shared equally between the assessment activities for each particular recruitment process, except the personal statement, which will in all cases be a weighting of 10%.</p> <p>The scoring for each assessment activity will be 1-5 in all cases including the personal statement, please see table below.</p> <p>Scoring</p> <ul style="list-style-type: none"> - Exceeds the criteria, excellent - 5 - Above average - 4 - Satisfactorily meets the criteria - 3 - Doesn't meet criteria, close to with development - 2 - Doesn't meet criteria, minimal evidence - 1 - Does not meet criteria, no evidence - 0
	<p>Q: When do we have to put our personal statements in (admin workers)?</p>	<p>A: The recruitment process will be explained to you in full following the close of consultation. Roles will be advertised to those at risk of redundancy on 12 Nov subject to GFC approval. Personal statements are due to be returned by 19 Nov and interviews will be between 24 Nov - 12 Dec</p>

Category:	Question:	Answer:
	<p>Q: I was away from the office for past few days and have just read a question under FAQs about submitting a personal statement for the position we are applying for by 12th November. I do not recall receiving any information about this deadline. I checked with a colleague in another team who is in the same position as me and she is also unaware of being asked to complete any personal statement for the positions we intend to apply for. So far, we have only expressed our preference for the positions. Please kindly clarify our position and let us know what process we need to follow to apply for the available posts. I am worried in case I miss out on any deadlines</p>	<p>A: Those employees that have been invited to submit a preference for a role will be either a specific assimilation process where teams needed to be chosen or a ring-fenced role/s. These preferences were to be submitted between 6 - 20 October, extended to 21 due to outlook issues on 20 October. Personal statements will be required as part of the assessment process at the point of application for a role. These will not be required until after the roles are advertised on 12 November, subject to GFC approval of the structure on 11 November.</p>
<p>REDEPLOYMENT:</p>	<p>Q: Can I move to a lower grade post?</p>	<p>A: If you are assimilated or ring fenced within the council's Managing Organisational Change, you may be assimilated to a role that is up to 2 spinal points up and 4 spinal points below your current spinal point. All other posts, where your current role is not a 55% match, you would need to apply for if it is available through open competition. If a post is not available or you are unsuccessful at your current grade you may apply for lower graded posts and pay protection as outlined in the Managing Organisation Change would apply. If you apply for a lower graded post as an alternative to a suitable role at your current grade then pay protection may not apply.</p>

Category:		Question:		Answer:	
		Q: Can others in the Council on redeployment apply for open roles in Family Services?		A: The open competition roles will initially be available for Family Services employees 'at risk' to apply for only. Once these staff have had the chance to apply and be assessed, if there are still roles available for recruitment employees on the wider council's redeployment list may apply for these roles as well as all Family Services staff even if they have been successful in securing other roles	
		Q: If I am not successfully in securing one of the new FSW jobs, how long will I be in employment?		A: If an employee is not successful in a ring-fenced recruitment process they will also be able to apply for any of the open competition roles within Family Services. Employees who have received 'At risk' letters will have been placed on the council's redeployment list and will start receiving weekly email regarding roles available within the council to apply for. Any employee who is not successful in redeployment will receive notice of redundancy on 15 December 2014 with a redundancy date of 31 March 2015.	
		Q: If you were to go into the post you are offered through redeployment how will pay scale be affected?		A: A: If you are assimilated or ring fenced within the council's Managing Organisational Change, you may be assimilated to a role that is up to 2 spinal points up and 4 spinal points below your current spinal point. All other posts, where your current role is not a 55% match, you would need to apply for if it is available through open competition.	
		Q: If people are not successful, what is the process?		A: If an employee is not successful in a ring-fenced recruitment process they will also be able to apply for any of the open competition roles within Family Services. Employees who have received 'At risk' letters will have been placed on the council's redeployment list and will start receiving weekly email regarding roles available within the council to apply for. Any employee who is not successful in redeployment will receive their notice of redundancy on 15 December 2014 with a redundancy date of 31 March 2015.	
REDUNDANCY:		Q: Can I take redundancy now? (or do I have to apply for something)		A: All employees at risk of redundancy will be put on the redeployment list to be able to apply for roles within Family Services and the wider council. Employees in this position should make every endeavour to secure another role within the council. IF individuals choose not to participate the council may decide to appoint individuals to roles if they believe the role is suitable alternative employment.	

Category:		Question:		Answer:			
		Q: When will I definitely know if I am redundant?		A: Subject to and following consultation and any recruitment and redeployment processes it is proposed that the notice of redundancy would be issued on 15 December 2014			
		Q: Is there opportunities to leave sooner than 31 st March?		A: The new structure is in its post consultation form will commence on 1 April 2015. Any opportunities to leave before 31 March 2015 will be assessed on an individual basis and will be subject to business needs.			
		Q: If I am given notice of redundancy, will I be given any time off to look for alternative employment?		A: As soon as you receive an at risk letter, you are entitled to take a reasonable amount of paid time off work to look for alternative employment and to attend job interviews. You should obtain the prior agreement of your manager, who may ask to see evidence of any appointments before allowing time off.			
		Q: What notice periods do I receive?		<p>A: You are entitled to receive notice which is a minimum of either 1 month, 2 months or 3 months, depending on your contract of employment, or as set out below, whichever is the longer</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> i. <u>Period of continuous service</u> ii. One month or more up to four years iii. Four years or more but less than 12 years completed year of continuous service iv. Twelve years or more </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <u>Minimum notice</u> Four weeks One week for each 12 weeks </td> </tr> </table>		<ul style="list-style-type: none"> i. <u>Period of continuous service</u> ii. One month or more up to four years iii. Four years or more but less than 12 years completed year of continuous service iv. Twelve years or more 	<ul style="list-style-type: none"> <u>Minimum notice</u> Four weeks One week for each 12 weeks
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		Q: If unsuccessful in application, when would be the last date of pay?		A: If following a redeployment process an employee is given notice of redundancy their last pay day would be March 2015			
		Q: Am I entitled to redundancy pay and how much?		A: Please see the council's Managing Organisational Change policy			
		Q: Seeking clarity about redundancy payments. Is the information currently on the intranet, accurate?		A: The council's Managing Organisational Change Policy on the intranet is the most up-to-date.			
		Q: In case of redundancy, is the last pay tax free?		A: Redundancy payments are tax free up to £30,000.			

Category:	Question:	Answer:
	<p>Q: Can you please explain the arrangements for those being made redundant in terms of what this means if they break their local government service in terms of sickness and annual leave entitlement. I understand you may be able to return to LA work after 28 days and can keep the above benefits if returning to an LA within 2 years although service is broken for redundancy purposes. Is that right?</p>	<p>A: Where staff are made redundant from a Local Authority role under the Modification Order there would need to be a gap in service of at least 28 days before re-joining another Local Authority. For sickness and annual leave purposes your new Local Authority have the option under the old Purple Book to honour your length of service for these purposes but not redundancy if you return within a 2 year period.</p>
SUPPORT:	<p>Q: There is a feeling of low morale across the service. People are feeling unsettled and not able to focus on work. Is there any support available?</p>	<p>A: There are a number of channels available for employee support during this process, including the councils Employee Assistance Programme, this is a counselling telephone line available to staff on 0800 716 017. There are also one:one meetings being offered to all staff with their link managers, surgeries for queries and Coping with Organisational Change workshops available on the following dates:</p> <p>Wednesday 1 October 14:00 to 16:30 Monday 6 October 13.00 to 15:30 Thursday 16 October 9:30 to 12:00</p> <p>Please book onto these sessions through amy.sumpter@barnet.gov.uk</p>
	<p>Q: Will there be training for the new technology?</p>	<p>A: Any training required to make the proposed new structure operational will be provided.</p>
TRANSFORMATION:	<p>Q: Will additional training be provided to staff who may need to deal with issues which were not previously their specialist area?</p>	<p>A: Once the consultation has ended and staff are confirmed into role then consideration will be given to training gaps and needs and where required additional training will be provided.</p>

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Appendix 11 – Advanced Social Worker Clarification Document

We have listened to the feedback received through consultation about the proposal for all the new Advanced Social Worker roles in the new structure to require completion of the Middlesex accreditation and would like to make the following alternative proposal for the consideration of those affected.

1. All Advanced Social Workers will be required to hold either the Middlesex accreditation or an equivalent post graduate qualification (that holds the same or more credits) in a relevant discipline
2. If an Advanced Social Worker does not hold the Middlesex accreditation, but does hold an equivalent and relevant post graduate qualification they will also need to complete the Professional Capabilities Framework (PCF) to demonstrate they are working at the Advanced level for each of the 9 capabilities.
3. Principal Social Workers who hold an equivalent and relevant post graduate qualification will be expected to successfully complete the PCF within 6 months (i.e. by 1 October 2015). The PCF must be successfully completed by 1 April 2016 or the postholder will be moved to a Senior Social Worker role and salary.
4. Principal Social Workers who do not hold an equivalent and relevant post graduate qualification and who do not hold the Middlesex accreditation will be expected to successfully complete the Middlesex accreditation within 12 months (i.e. by 1 April 2016). If this is not successfully completed by this date the postholder will be moved to a Senior Social Worker role and salary.
5. For those wishing to progress to Advanced Social Worker the local authority will pay for the Middlesex accreditation, no alternative postgraduate academic courses will be funded by the local authority for this purpose

Response to FAQs:

- If I am nearing retirement age would I still need to study for this qualification?

All employees will be treated equally and therefore will need to have completed the Advanced Social Worker Middlesex Accreditation by 1 April 2016 or the alternatives to hold an Advanced Social Worker role.

- Will part time staff have additional time to complete the accreditation?

All employees will be treated equally and work place activity will be allocated appropriately to support all affected staff (including those who work part time) in completing the accreditation within the agreed timescales. Additional time should not be required for part time staff.

- What happens if I don't pass the Middlesex accreditation, will I be able to try again?

As per the current arrangements candidates will be able to have one additional attempt at passing the accreditation.

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Appendix 12 - Youth and Family Support Clarification Document

1. Introduction

A lot of questions have been asked through the Family Services restructure consultation about the proposals for the new Family Support Teams. In response to these this document has been developed to provide clarity on the proposals and explain to affected staff the thinking behind the proposals.

It is important to understand at this stage these are proposals which if agreed through the consultation will not be implemented until April 2015; therefore the full operational detail of the new Service has not yet been determined – the work to develop this is underway and will continue until the new Service comes into operation in April 2015 and following the conclusion of consultation will need to actively involve the staff within the Service.

2. Youth and Family Support Teams design

The Youth and Family Support Teams will:

- Be commissioned by the CAF Team, Children's Social Care or YOS
- Provide evidence based, high quality interventions based on commissioning need
- Not own the plan for a child except when specifically commissioned by the CAF Team to be the Lead Professional on a CAF
- Offer a defined set of interventions so that the cost, productivity and effectiveness of the Service can easily be assessed and evidenced

The detailed design of the teams and the operational framework will be based on an in depth needs analysis. This will be a detailed analysis of needs within the Borough to be addressed by the Youth and Family Support Service and the desired outcomes to be delivered. This analysis will identify cohorts, presenting needs, demand, geographic and other relevant factors, current negative impacts and positive outcomes required in priority order.

A key component of the operational framework for the teams will be the Service Catalogue. This will identify the interventions that will be available to be delivered by the Service. This will include needs addressed, expected outcomes, timescales, intensity, costs, measurement means, resourcing. All interventions will be evidence based with resourcing profiles, methods of measuring outcomes and assessed to be value for money.

3. Job descriptions and grading

The proposed Family Support Practitioner job description has been evaluated using the GLPC methodology which is the agreed methodology between the Council and Trade Unions. It is the job description as written that defines the grade, therefore it is imperative that this is correct and therefore all comments

and feedback on the contents of the job description, particularly on elements that are missing, are welcome through the consultation so that final job descriptions will accurately reflect the roles and be evaluated appropriately according to the requirements of the role.

4. Working arrangements

The Service will need to be flexible to meet the needs of families and young people who often require support and services outside of office hours at evenings and weekends when they are not at school or work.

Initially the working arrangements for the team will be expected to be based around the core council hours, but in a similar manner to current working arrangements in Safer Families, IFF and Social Care teams with flexibility about when the working day may start and finish to best meet the needs of clients and deliver the required services.

As the Service develops it is anticipated that the requirements from the service may develop with the ability to deliver services regularly both later in the evening and at weekends.

5. Car Allowances

There are no proposed changes to car allowances through these proposals.

6. Details of the ring-fence and those in scope

- There are 51.54 FTE (54 people) in the ring-fence.
- Following consultation all these people are able to apply for the 7 roles in Social Care (R27, R28, R108) and the 24 roles in the Family Support Teams (R29).
- Following the completion of the ring-fence recruitment process 31 FTE will have been successful in securing roles (R27, R28, R29, R108) in the new structure and 20.54 FTE will not have been successful and will continue to be at risk of redundancy.

7. Assessment process

There will be three elements to the assessment process and everybody will complete all three. Selection for roles in the new structure will be based on **all three** elements.

The process will consist of:

- A personal statement of no more than 500 words which should be linked to the job description / person specification. Please be aware that this is all that is required and it will not be advantageous to provide more written material.
- An interview
- A job-related test or technical exercise

8. Specialisms

The Youth and Family Support Service is being designed based on an in-depth needs analysis of the clients with which the service will be required to work across all thresholds (CAF, Social Care and YOS) and in accordance with the priorities of the Early Intervention and Prevention Strategy. As such the Service will be designed to ensure that high quality interventions can be delivered to meet the needs of families across all thresholds in Barnet. The Practitioners in the team will have the appropriate skills and if required training to deliver these interventions.

9. Team location

All posts will be based at North London Business Park. Interventions will be delivered based on assessed need and as identified in a plan (CAF, Social Care, YOS) at the location most appropriate for the delivery of that intervention. The Service will work in very close partnership with lead professionals and other case holders, but in the vast majority of cases staff in the Service will not act as Lead Professionals themselves, this role will be expected to be filled by another professional in the families existing network.

10. Public consultation

As the proposals are about an internal restructure staff are currently being consulted. Public consultation on the Family Services restructure will be completed as part of the whole council budget consultation.

11. Size of teams

The proposed team sizes are comparable to those found in other local authorities and assessed to be safe and efficient.

12. Financial side of the proposals

Across the Delivery Unit £1.3m of revenue budget savings need to be made in accordance with the council's medium term financial strategy and in addition there is approximately £1m of grant funding that will no longer be available on 2015/16 to fund established posts. In order to develop a proposed structure for the Delivery Unit within the available financial envelope (£2.3m less than the current budget) some difficult decisions have had to be made to ensure that the council's priorities and statutory responsibilities can continue to be met.

13. Safeguarding and emergency responsibilities in job descriptions

The expectations of staff within the Service will be based upon their experience, skills and qualifications. The sentence "To provide a responsive service in emergency situations ensuring the safety..." in the proposed job

description for Family Support Practitioners is intended to convey the requirement that it is the responsibility of all who work in the Children's Service to respond appropriately and in a timely manner to safeguarding situations of which they become aware.

Appendix 13.1 – Trade Union Responses 1
Response to UNISON Consultation Questions
Joint Response to Questions from 2 and 10 October 2014

CONTENTS

Section	Title	Pages
1.0	Selection Criteria	
2.0	Training	
3.0	One:one meetings	
4.0	Time to read consultation documentation	
5.0	Group meetings	
6.0	Future Trade Union meetings	
7.0	Staff at risk of redundancy	
8.0	Advanced Practitioner role	
9.0	Practitioner and senior social worker roles	
10.0	Reduction in hours	
11.0	Extending consultation	
12.0	Grading appeals	
13.0	Alternative proposals	



Questions from UNISON:

The below document is the response to the questions UNISON put forward as part of the Family Services consultation, questions received on the 2 and 10 October 2014.

Where questions were similar responses have been merged.

1.0 Selection Criteria

UNISON Question	LBB Response												
<p>I have had the chance to review the “Family Services Transformation Proposed selection process for New Structure”</p> <p>These are the proposed methods of assessments for the ring fenced roles:</p> <ul style="list-style-type: none"> • Personal Statement • Technical Exercise • Interview • Management Competency based Assessment <p>What is the breakdown of scoring for each method of assessment?</p>	<p>The proposed weighting for each of the elements stated would be shared equally between the assessment activities for each particular recruitment process, except the personal statement, which will in all cases be a weighting of 10%.</p> <p>The scoring for each assessment activity will be 1-5 in all cases including the personal statement, please see table below.</p> <p>The council will be releasing a weighting document for the ring-fenced roles by 17 October 2014.</p>												
<p>Scoring</p> <table border="0" style="width: 100%;"> <tr> <td style="padding-left: 40px;">- Exceeds the criteria, excellent</td> <td style="text-align: right;">5</td> </tr> <tr> <td style="padding-left: 40px;">- Above average</td> <td style="text-align: right;">4</td> </tr> <tr> <td style="padding-left: 40px;">- Satisfactorily meets the criteria</td> <td style="text-align: right;">3</td> </tr> <tr> <td style="padding-left: 40px;">- Doesn't meet criteria, close to with development</td> <td style="text-align: right;">2</td> </tr> <tr> <td style="padding-left: 40px;">- Doesn't meet criteria, minimal evidence</td> <td style="text-align: right;">1</td> </tr> <tr> <td style="padding-left: 40px;">- Does not meet criteria, no evidence</td> <td style="text-align: right;">0</td> </tr> </table>		- Exceeds the criteria, excellent	5	- Above average	4	- Satisfactorily meets the criteria	3	- Doesn't meet criteria, close to with development	2	- Doesn't meet criteria, minimal evidence	1	- Does not meet criteria, no evidence	0
- Exceeds the criteria, excellent	5												
- Above average	4												
- Satisfactorily meets the criteria	3												
- Doesn't meet criteria, close to with development	2												
- Doesn't meet criteria, minimal evidence	1												
- Does not meet criteria, no evidence	0												

2.0 Training:

UNISON Question	LBB Response
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<p>What support/training is being provided for staff to prepare for all or any of the above?</p>	<p>Interview training refresher sessions will be run the first week in November for staff at risk of redundancy</p>
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3.0 One:one Meetings

UNISON Question	LBB Response
<p>I am a little concerned about 1:1 meetings. It could be genuine confusion/anxiety on the part of staff but I am concerned that formal 1:1 meetings are not taking place. In the recent past have sat in on a number of 1:1 meetings which have been structured in a way to enable the line manager and staff member to go through a set of questions which include the reason for redundancy, the selection criteria and offers of support for the member of staff. The staff member would at the end of the meeting jointly sign a form to say the content reflected the discussions in the meeting.</p> <p>Please can I have a copy of the pro forma (I have attached a copy of a forms previously used by the Council) being used in the 1:1 meetings with staff in order that I can go through this with members in my meetings next week.</p>	<p>Formal one:one meetings are taking place with the Link Managers across the service. Numbers to be provided at JNCC.</p> <p>The pro-forma that is used by Link Managers in this meeting is attached.</p> <p>The pro-forma is sent to the individual after the meeting as a true representation of the meeting, employees to feedback if this is not the case, have further queries or to arrange a follow up meeting.</p> <p>In addition the Link Mangers were supplied with the following script:</p> <p>Script for meeting with staff that have no matches in the new structure:</p> <p>Points to cover:</p> <ol style="list-style-type: none"> 1. That you are their Link Manager for additional support throughout the process 2. Existing role 3. Changes to existing team 4. Position of no assimilation or ring fenced recruitment 5. Potential new roles in the new structure that may be appropriate 6. Full structure detail will be in consultation documents 7. Arrange time and date of further meeting after they have had time to read the consultation documents

	<p>All queries are being fed through the consultation and FAQ process by Link Managers, following meetings.</p> <p>Employees have been offered the right to be represented at one:one meetings by their Trade Union representative.</p> <p>Employees were reminded about the opportunity to have a one:one last week in the communication about Employee Surgeries.</p> <p>Link Managers will be providing a list of all employees at risk of redundancy that have not yet taken up the opportunity of a one:one by the end of this week and asking them if they would like to arrange one.</p>
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4.0 Time to read consultation documentation

UNISON Question	LBB Response
<p>I know this is a tricky issue in that it is a massive transformation, but I am receiving a great deal of feedback about the amount of paperwork being sent out whilst staff are having to carry out their day job at the same time. My concern is that staff do not have time to read important information about the proposed transformation. Is there any way some reading time can be allocated across the service for staff to be able to read, digest and comment on the proposal?</p>	<p>Individuals need to raise this with their line manager so that appropriate time can be allocated in line with business need.</p>

5.0 Group meetings

UNISON Question	LBB Response
<p>I was approached by members to attend a group meeting with their line manager and HR. However, I was told by members that they were informed I could not attend this meeting. I have not escalated simply because I have been caught up in other matters. But I would like to understand why I was not allowed into the meeting. I know there are groups of staff who would like UNISON to attend some these meetings in the future.</p>	<p>Trade Union colleagues attended specific meetings with management to open consultation and are invited to do the same to close consultation. Equally TU colleagues are invited to these same open and closing consultation briefings with employees.</p> <p>Employees are offered the opportunity to invite a TU representative to their one:one meetings and I understand have done so in a number of cases, this is done via the employee.</p> <p>Apologies for the misunderstanding, we will obtain a list of any further group briefings on the transformation and send over to you this week.</p>

6.0 Future Trade Union meetings

UNISON Question	LBB Response
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<p>UNISON requested weekly meetings followed in the questions on 10 October by a Special JNCC</p>	<p>The process for Trade Union meetings during the transformation process and particularly the consultation period have been set up in line with the updated Trade Union Engagement Process for Transformation. This is at the opening and closing of consultation. We have also set up feedback and communication routes for consultation responses during this period.</p> <p>A Special JNCC has been set up on Friday 17 October at 1pm in response to this question. Please send your agenda items through to gabrielle.maselino@barnet.gov.uk by noon on Thursday.</p>
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7.0 Staff at risk of Redundancy

UNISON Question	LBB Response
<p>What support is being provided?</p>	<ul style="list-style-type: none"> • Link Managers • Group briefings • One:one meetings • Employee Surgeries • Pension Surgeries • Trade Unions • Focus Group Representatives • Change and Me Workshops • Employee Assistance Programme: <ul style="list-style-type: none"> • Telephone: 0800 716 017 • Personal support sessions with Maria Goldsmith • Interview training
<p>We would like agency data to be shared with staff in order to reduce the need for redundancies.</p>	<p>Agency data has been made available to the TU's on behalf of their members. All recruiting managers of agency workers across the council have been contacted and asked to respond on a</p>

	<p>number of criteria on their role. On receipt of these responses a decision will be made as to whether the role should be advertised to redeployees, or that it be agreed that it is a time restricted role.</p> <p>The criteria recruiting managers have been asked are:</p> <ul style="list-style-type: none"> • Whether your role is still filled by an agency worker? • The total length of the need for this role, start and end dates? • Whether your role can be advertised to employees on the redeployment list, as a permanent or time restricted role? • If it is an established role? • The last time your role was advertised to those on the redeployment list?
<p>We also note staff, are being informed they cannot signal an interest in redundancy. This is at odds with all restructures so far. In all previous restructures which anticipate redundancies expressions of interest have been made and it has been accepted these may not be granted but are considered and in practice very few requests have been turned down. After all why deny an individual the opportunity to leave when they clearly do not want to remain?</p>	<p>Thank you for your views on this matter, this will be given due consideration as part of the consultation process and a response provided in the Special JNCC.</p>

8.0 Advanced Practitioner role

UNISON Question

LBB Response

<p>Restriction on number of posts</p>	<p>Advanced Practitioner posts have been proposed to be split across the teams to increase the overall support and strengthen the structure, providing a good distribution of senior skills across the teams.</p> <p>This role in the structure will be kept under review, if in future there is a business case to convert further social work posts to advanced practitioners this will be considered.</p>
<p>Training details – members are querying the rationale for being expected to undergo extra training for a role they already do. This is particularly true for those colleagues close to retirement age.</p>	<p>A proposal has been put forward on this matter, proposal to be shared with TU's.</p>

9.0 Practitioner and senior social worker roles

UNISON Question	LBB Response
<p>What is happening to these roles under hay?</p>	<p>This restructure will be completed under the current pay and grading methodology:</p> <ul style="list-style-type: none"> • Heads of Service evaluated under HAY • All other posts evaluated under GLPC <p>The move to a 'Unified Pay and Reward' programme will happen in July 2015 in line with the rest of the Council, and consultation on this will take place separately at a later date</p>
<p>If roles are being merged, what is the rationale for expecting someone to take on the extra tasks and responsibilities associated with that role?</p>	<p>Roles are not being merged. The title 'social worker' has been used for all roles on the social work scale. This scale moves from newly qualified social worker through to senior practitioner as it does currently. Expectations associated with each level remain the same, as detailed</p>

	in the JD.
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10.0 Reduction in hours

UNISON Question	LBB Response
<p>There are a number of staff members who have a working week between 36 and 18hrs. We are hearing they are expected to decide to move either up or down in those hours. We believe this breaches their contractual rights. Are they being made redundant from the hours they provide over 18? In all previous restructures, the inability of a service to continue with the contracted hours meant an individual was given a clear choice of adjusting their hours or being made automatically redundant in line with the job offer not being a Suitable Alternative Employment offer.</p>	<p>All staff currently working part time will have their contractual hours honoured, where flexible arrangement are in place these will be reviewed in line with organisational constraints. Where arrangements can be met this would be preferable.</p> <p>If you are able to confirm the areas that may have this misunderstanding we can ensure the correct Link Managers have the correct support in advising employees?</p>

11.0 Extending consultation

UNISON Question	LBB Response
<p>UNISON request to extend consultation</p>	<p>Please confirm that your questions have now be answered in full, please raise any further queries directly with myself?</p>

12.0 Grading Appeals

UNISON Question	LBB Response
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<p>A number of staff have submitted grading appeals. How will this affect the process going forward?</p>	<p>Employees that have sent through feedback information on role profiles and grading of roles through the consultation process will receive detailed responses as part of the close of consultation.</p>
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13.0 Alternative proposals

UNISON Question	LBB Response
<p>How are you engaging with staff on this?</p>	<p>Employee proposals, views and questions are being gathered as part of the consultation process. Questions are being responded to either personally or through the FAQ process. Feedback views and alternative proposals are being considered as part of the consultation process and outcomes will be presented in the close of consultation documentation and briefings. Where it has been fed back that further development work is required around certain roles working groups have been set up for instance Care, Recruitment and Assessment and Advanced Practitioners.</p>
<p>How are these proposals being shared across Family Services?</p>	<p>Please see above</p>
<p>How will these affect the ring-fences and how will you be managing expectations around this?</p>	<p>Assimilation, ring-fence competition positions and roles that may be available through open competition are all proposals until consultation is closed and has been responded to. At this point staff will receive updated letters on their status going forward into the recruitment process.</p>

London Borough of Barnet
Appendix 13.2 – Trade Union Responses 2
Response to NUT Queries
October 2014

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2.0	MEETING	
3.0	DETAIL OF NUT CONCERN	
4.0	NUT QUERIES	

1.0 PURPOSE

This document is a formal response to the requests made by the NUT in both meetings on the 17/10/14 regarding the Family Services Transformation.

2.0 MEETING

First Meeting: Meeting held on 17/10/14, attendees were Keith Nason (NUT), Nicola Francis (FS Director), Jennifer Burt (HR).

Second Meeting: Meeting held on 17/10/14, attendees were Keith Nason (NUT), Nicola Francis (FS Director), Jennifer Burt (HR), John Burgess (UNISON), Helen Davies (UNISON)

3.0 DETAIL OF NUT CONCERN

XXXX signifies redaction

Employee Name	XXXX
Job Title	XXXX
Terms and Conditions	XXXX Terms and Conditions
First contact NUT	03/10/14
First contact LBB to NUT	09/10/14
Meeting booked	09/10/14 for 14/10/14
All documents shared	09/10/14
Meeting moved at NUT request	14/10/14 to 17/10/14
Communication to Trade Unions (Collective)	22/09/14
Communication to employees	22/09/14

4.0 NUT QUERIES

NUT Question/Statement	LBB Response
<p>FS should have consulted with all four TU's in collective agreement from the beginning of consultation 22/09/14</p>	<p>FS consulted directly with UNISON and GMB as thought to be the TU's in the collective agreement that represented the workforce</p> <p>As soon as it was understood there was an NUT member, a meeting was set up with Keith Nason and all consultation documents provided for his perusal</p>
<p>NUT do not have any facilities time available for the FS transformation</p>	<p>Any time required to support an NUT member should be as part of the 4 days per week release time previously negotiated for the NUT</p>
<p>NUT were aware that FS transformation was taking place but presumed it did not affect NUT members</p>	<p>All consultation documents available on the intranet and employees sent personally to their inboxes from 22 September 2014 and two additional release dates</p>
<p>Role profiles not available on the intranet</p>	<p>The proposal for the Virtual School was published on 22 September and this proposal has not changed since this publication. Only one of these roles (the Virtual School XXXX) is proposed to have XXXX status and this role will be required to work 52 weeks a year and so has been evaluated under XXXX.</p> <p>Role profiles for the roles in the Virtual School were published on 22 September; however these were taken down from the intranet on 29 September as the evaluation of these roles was not coming out at the level identified as being required</p> <p>Subsequent to this work has been under way to update the role profiles in order to achieve a proposed grade at an appropriate level – this is not yet the case with the Access and Inclusion Manager role</p> <p>The revised role profiles including the Access and Inclusion Manager role (on which work is still underway) have been published on 20 October with the indicative</p>

	<p>grades</p> <p>The Council wants to continue to work on the role profiles throughout the close of consultation to ensure they are appropriate and at the level required</p>
The position with XXXX role	<p>It is proposed that XXXX current post XXXX is deleted in the new structure. The changes in the Virtual School are documented under Structural Changes on p.8 of the Consultation document - Corporate Parenting Team deleted and new Virtual School with new staffing structure created – and the new structure is displayed in the Permanence and Transitions structure chart in Appendix 2.2 , where the descriptor box draws attention to the team’s fundamental reconfiguration.</p> <p>As a result of the proposed changes, XXXX has been placed at risk. She was informed of this by XXXX and XXXX on the morning before the consultation documents were sent to staff (22/0914). XXXX subsequently received a letter informing XXXX of this following the staff briefings in the afternoon. XXXX, as XXXX link manager through the consultation process, has met with XXXX subsequently.</p> <p>The case workers in the new structure don’t have to have a XXXX qualification, but it is desirable that some of these post holders will hold a XXXX qualification. The new posts in the structure are currently being evaluated.</p>
Extension to consultation for NUT	LBB propose that a meeting is set up with XXXX, XXXX, HR and NUT to understand any remaining questions that XXXX may have following this response to XXXX and XXXX TU representative’s queries.
Pension advice	Pension workshops were offered to all staff

	<p>at risk of redundancy in the Family Services Transformation Programme. XXXX did not contact the organisers to inform them that XXXX would need a different provision. Please contact XXXX on XXXX@barnet.gov.uk and explain the queries that XXXX has and XXXX will determine the best course of support to respond to XXXX questions whether that be through XXXX</p>
Support through the process	<p>XXXX was included in the emails, FAQ's and staff briefings which explained the support channels available and how to access/book each individually. These included:</p> <ul style="list-style-type: none"> • Link Managers support • Group briefings • One:one meetings • Surgeries • Trade Unions • Focus Group Representatives • Change and Me Workshops • Employee Assistance Programme • Pension one:one's and briefings • Personal one:one's on chagne <p>If XXXX feels she has not taken up any of these and feels XXXX would like to XXXX should contact XXXX Link Manager XXXX</p>
Redeployment bulletins	<p>The NUT were concerned that the redeployment bulletins only included XXXX</p>
Extension to consultation for NUT	<p>LBB propose that a meeting is set up with XXXX, XXXX, HR and XXXX to understand any remaining questions that XXXX may have following this response to her and her TU representative's queries.</p>

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Response to NUT Queries
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2.0	NUT QUERIES	

1.0 PURPOSE

This document is a the second formal response to the queries raised by the NUT, these were highlighted via email from Keith Nason on 17 October 2014.

2.0 NUT QUERIES

NUT Question	Response
<p>Looking at</p> <p>https://employeeportal.lbbarnet.local/home/departments-and-services/external-service-delivery/family-services/our-structure/family-services-consultation.html</p> <p>It says "As with the other consultation documents your comments are invited on these until close of consultation on 22 October. The ?R?</p> <p>numbers refer to the posts on the structure chart and in other documentation. Please click here to access more information about the council's pay scales."</p>	<p>Question unclear, please clarify</p>

As you intended to close consultation on 22nd October i.e. 3 working day time how can anyone comment on the following

R44 - Virtual Head Teacher

R50 - Access and Inclusion Manager

R58 - Caseworker

as none of these are available.

Answer as per NUT response 21/10/14

The proposal for the Virtual School was published on 22 September and this proposal has not changed since this publication. Only one of these roles (the Virtual School XXXX) is proposed to have XXXX status and this role will be required to work 52 weeks a year and so has been evaluated under XXXX.

Role profiles for the roles in the Virtual School were published on 22 September; however these were taken down from the intranet on 29 September as the evaluation of these roles was not coming out at the level identified as being required

Subsequent to this work has been under way to update the role profiles in order to achieve a proposed grade at an appropriate level – this is not yet the case with the Access and Inclusion Manager role

The revised role profiles including the Access and Inclusion Manager role (on which work is still underway) have been published on 20 October with the indicative grades

The Council wants to continue to work on the role profiles throughout the close of consultation to ensure they are appropriate and at the level required

In addition I note that none of the pay scales for these

Answer as per NUT response

<p>posts are available on the other pdfs even though they had been updated twice.</p>	<p>21/10/14</p> <p>The revised role profiles including the Access and Inclusion Manager role (on which work is still underway) have been published on 20 October with the indicative grades</p>
<p>This means even if they appear now (Friday evening) the timetable does not give staff sufficient time to consult. As they will not be available for a full week it means the London Borough of Barnet discriminating against part time workers especially those who do not work for all of the start of the next week.</p>	<p>Answer as per NUT response 21/10/14</p> <p>The proposal for the Virtual School was published on 22 September and this proposal has not changed since this publication. Only one of these roles (the Virtual School XXXX) is proposed to have XXXX status and this role will be required to work 52 weeks a year and so has been evaluated under XXXX.</p> <p>Role profiles for the roles in the Virtual School were published on 22 September; however these were taken down from the intranet on 29 September as the evaluation of these roles was not coming out at the level identified as being required</p> <p>Subsequent to this work has been under way to update the role profiles in order to achieve a proposed grade at an appropriate level – this is not yet the case with the Access and Inclusion Manager role</p> <p>The revised role profiles including the Access and Inclusion Manager role (on which work is still underway) have been published on 20 October with the</p>

	<p>indicative grades</p> <p>The Council wants to continue to work on the role profiles throughout the close of consultation to ensure they are appropriate and at the level required</p>
<p>At the meeting I said, on behalf the NUT, consultation should BEGIN today and continue for month. That was based on the assumptions the job descriptions were available. The NUT now revises that to state that consultation for this restructure should not be considered to have started until all job descriptions are available and then should continue for a minimum of 30days as originally (subject to the concerns about restricting to 30 days instead of 45 days for the council to be safe). The NUT did advise if that if revised timeline for consultation and implementation cannot be agreed it would look to escalating this to PMG.</p>	<p>Answer as per NUT response 21/10/14</p> <p>LBB propose that a meeting is set up with XXXX, XXXX, HR and NUT to understand any remaining questions that XXXX may have following this response to XXXX and XXXX TU representative's queries</p> <p>Addition to response 22/10/14: This meeting has been set up for 12 Noon 22/10/14, XXXX will be attending in XXXX place due to leave arrangements. XXXX reports to XXXX and XXXX has detailed knowledge of this scenario</p> <p>Initial contact from LBB was on 9 October after the NUT had brought to the attention of LBB XXXX as part of the Family Services Transformation. LBB provided all documentation and arranged a meeting to bring the NUT up to the same point as UNISON and GMB and included NUT in all future consultation meetings, discussions and information share</p>

	<p>LBB set up a meeting for the 14 October to update the NUT on the current position and answer any queries, date due to XXXX sickness absence. NUT were unable to make this date and time and another meeting was arranged. This meeting was held on 17 October</p>
<p>I will take the opportunity to remind you of some of the points discussed</p> <p>The NUT was not included in the consultation of this structure until today. A union should be consulted where it can have members not where it has members. As family services have XXXX posts all XXXX unions should be consulted even if XXXX posts are not affected. In these cases XXXX posts are affected and at least one</p> <p>NUT XXXX is "at risk" of redundancy. The NUT is not aware of any collective agreement that states it is the duty of other unions to highlight if a union has been missed. Unions, if they notice, would normally voluntarily highlight this but it is not their duty.</p> <p>With this consultation the London Borough of Barnet knew it was proposing to delete a XXXX post therefore the NUT believes it was obvious they should be consulted.</p>	<p>In the interest of proportionality and following on from the one:one today with the NUT and their affected member, it has been decided to give the employees at risk of redundancy in the Corporate Parenting Team and the NUT an additional week to consult on the content of the Virtual School role profiles, until 28 October 2014</p> <p>As part of the council's duty to mitigate redundancies, the extra week will also be used to explore this mitigation through the XXXX</p>
<p>The NUT asked (note use of R reference numbers for posts was not quoted in the meeting but is included here for clarity):</p> <p>if the R44 Virtual Head Teacher and/or R50 Access and Inclusion manager required QTS if a Virtual Head Teacher has the status of Head Teacher and therefore requires a national advert.</p> <p>for the job descriptions, pay scales and pay ranges for R44 - Virtual Head Teacher, R50 - Access and Inclusion</p>	<p>Status of Teacher: Answer as per NUT response 21/10/14. Only one of these roles (the Virtual School XXXX) is proposed to have qualified XXXX status and this role will be required to work 52 weeks a year and so has been evaluated under XXXX</p>

Manager and R58 - Caseworker and was directed to the intranet. See above about the failure to upload this to the intranet or make them available in any other way.

National Advert: It is advised that the role whilst completing the internal round of recruitment for the Virtual School XXXX would not need to be advertised nationally, if this were to be advertised externally later on would then need to be advertised nationally

Intranet: **Answer as per NUT response 21/10/14.** The proposal for the Virtual School was published on 22 September and this proposal has not changed since this publication.

Role profiles for the roles in the Virtual School were published on 22 September; however these were taken down from the intranet on 29 September as the evaluation of these roles was not coming out at the level identified as being required

Subsequent to this work has been under way to update the role profiles in order to achieve a proposed grade at an appropriate level – this is not yet the case with the Access and Inclusion Manager role

The revised role profiles including the Access and Inclusion Manager role (on which work is still underway) have been published on 20 October with the indicative grades

<p>The NUT pointed out the 31st March dismissal date would not apply to anyone on XXXX Pay and Conditions.</p>	<p>Agreed in the meeting with NUT on Friday 17/10/14</p>
<p>The NUT noted that pension surgeries had been arranged for staff on LGPS so asked what was arranged for those in the XXXX Pension Scheme. As it seems there are no jobs being offered which come under the XXXX Pension Scheme the NUT believes members of XXXX Pensions' Scheme who may be affected by the changes XXXX</p>	<p>Answer as per NUT response 21/10/14</p> <p>Pension workshops were offered to all staff at risk of redundancy in the Family Services Transformation Programme. XXXX did not contact the organisers to inform them that she would need a different provision. Please contact XXXX XXXX@barnet.gov.uk and explain the queries that XXXX has and XXXX will determine the best course of support to respond to XXXX questions whether that be through XXXX</p>
<p>The NUT asked for the management to state how the tasks and duties in the current job description of the XXXX post will be covered (or cease to be covered) if the post is deleted.</p>	<p>Tasks currently covered by the XXXX will be undertaken by one of the other posts in the new structure, there are 5 Caseworker posts in the proposed structure, so the responsibilities will be spread across them. The XXXX will have increased hours on the current arrangement and the case worker posts will enable increased capacity to manage individual support to children.</p>
<p>The NUT also asked how the London Borough of Barnet was involving all members of the Barnet XXXX to try to reduce redundancies.</p> <p>The NUT pointed that redeployment bulletins only include XXXX</p>	<p>Answer as per NUT response 21/10/14</p> <p>The NUT were concerned that the redeployment bulletins only included XXXX</p>

<p>In addition the NUT believes the equalities impact assessment should be carried out before consultation starts. As the NUT believes the authority has no choice but to count the start of consultation from when ALL the relevant documents are produced that this should include the equalities impact assessment.</p>	<p>The EIA is a live document that is initiated at the beginning of the project and updated at key milestones throughout</p> <p>The EIA will be published on 3 November as an appendix to the close of consultation document</p>
<p>The NUT also now asks how pay XXXX/pay protection works for someone who transfers from one set of pay and conditions to another to save the authority paying severance and avoiding redundancy.</p>	<p>Where roles are on different terms and conditions, it would not be considered a suitable alternative for reasons of redeployment. If an individual wished to apply for a role on they may do so and accept new terms and conditions. This means there would not be a penalty if they do not wish to apply.</p> <p>Pay protection would not be applicable where the individuals' substantive pay is higher than the alternative graded role. If this situation were to apply the council would look at it on a case by case basis.</p>
<p>The NUT noted the comments made by the Family Services Director about the new HR team's interpretation of Managing Change and will raise this at the appropriate forum.</p>	<p>The LBB HR Director has already rebuked the claim that the consultation has not followed the spirit of the Managing Organisational Change policy. Unless you feel that there is reason for escalation to PMG for a potential trade dispute or a failure to agree then the HR Director sees no reason to delay the process</p>

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London Borough of Barnet
Family Services Transformation
Appendix 14 - Job Description Examples
November 2014

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1. Assistant Director of Social Care

Role Profile

Service:	Family Services – Senior Management Team
Location:	NLBP
Job Title:	Assistant Director of Social Care
Grade:	501 – 503
Post No.:	
Reports to:	Family Services Director

1. Purpose of Job:

To lead the delivery of all children's social care services for the Council. To be the deputy to the Family Services Director for statutory responsibilities, ensuring the Council meets its legal and statutory obligations in relation to children

2. Key accountabilities/duties/responsibilities:

- Lead delivery of children's social care services including safeguarding.
- Lead the management of risks relating to safeguarding and children's' social care more generally.
- Lead operational partnership relationships related to social care.
- Be accountable for tailoring corporate policy/objectives in relation to Children's Social Care into locally relevant operational frameworks based on the agreed corporate strategy and the delivery unit's commission(s).
- Be accountable for managing contracted services to achieve quality outcomes that meet the needs of citizens within a fixed level of resources.
- Support development of new commissions and service improvement projects.
- Deputise for the Family Services Director as required.

Core Accountabilities

- **Think Customer:** To ensure that outstanding customer service is being delivered across the Council's Children's Social Care services and that staff are focused on achieving the right outcomes first time for customers in their specific roles. To create new and integrated delivery models to ensure high quality, cost efficient services.
- **Leadership & People Management:** To provide strong, visible service leadership in order to motivate, manage and develop service staff to deliver a culture of high quality performance and continuous improvement.
- **Democratic Spine:** To provide operational performance information to the cabinet and members to enable them to monitor that services are delivering results according to the agreed strategy, performance objectives and service level agreements.
- **Financial & Risk Management:** To manage delegated service budgets within agreed financial parameters, and ensure that services operate in compliance with relevant legislation, statutory duties and Council policies to manage risk appropriately.
- **Resource Planning & Management:** To prioritise the use of allocated resources (people, assets etc.) in order to demonstrate value for money and ensure that resources are best deployed to meet identified needs and achieve agreed service outcomes.
- **Contract Management:** To set and maintain the operational direction for Children's Social Care services, including supporting the development of commissions and service improvement projects based on the organisation's operating arrangements, giving tactical advice to service providers to ensure the effective management of commissioned contracts to uphold service quality levels.
- **Stakeholder Management:** To act as a figurehead for Children's Social Care services and identify and manage stakeholder relationships (e.g. Senior Officers, Members, commissioning bodies and external agencies) in order to deliver effective collaborative working.
- **Service Expertise:** To provide guidance and direction to partners, acting as a policy lead for Children's Social Care services and managing and evaluating service level contracts and partnering arrangements to ensure high quality customer outcomes are consistently achieved.

3. Promotion of Corporate Values

To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work.

4. Flexibility

The jobholder may be required to carry out other reasonable duties commensurate with the grade, as requested by line manager.

This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

5. The Council's Commitment to Equality

To deliver the council's commitment to equality of opportunity in the provision of its services. All staff are expected to promote equality in the work place and in the services the council delivers.

PERSON SPECIFICATION

Service:	Family Services – Senior Management Team
Location:	NLBP
Job Title:	Assistant Director of Social Care
Grade:	501 – 503
Post No.:	
Reports to:	Family Services Director

Knowledge, training and experience
<ul style="list-style-type: none"> • Educated to degree level or equivalent experience with a professional qualification in social work (e.g. DipSW, CQSW). • Extensive knowledge and experience at a senior level of operating in a complex Children’s Services environment. • Successful track record of developing and providing services which are effective at meeting customer needs and are cost efficient. • Senior level experience of managing commissioning activity and relationships. • Knowledge of the Children’s Services field including relevant legislation and statutory frameworks.
Skills
<ul style="list-style-type: none"> • Strong leadership and people management skills within a complex environment. • Strong complex project management skills and experience. • Experience in financial management. • Experience in managing successful change. • Strong networking, influencing and partnership development skills
Initiative and Innovation skills

Supplementary Information Form

Post Title	Assistant Director of Social Care
Service Area	Family Services – Senior Management Team
Job Ref Number	For office use
Budget management accountability	Please describe the accountability for managing budgets and their value, if applicable
Staff management accountability	Please describe the accountability for managing or supervising employees or equivalent, if applicable
Physical effort	Please describe any physical effort associated with the job that is over and above normal office requirements
Working environment	Please describe any adverse working conditions associated with the job that are over and above normal office environment, including abuse and aggression from the public.

Role Profile Checklist

- 1 The role profile contains a **job purpose** statement that clearly and concisely describes the overall purpose of the job. This should be a short statement, usually 2 or 3 sentences at the most.
- 2 The role profile contains a number of **accountability or responsibility** statements that describe the role in more detail.
- 3 The role profile contains a **person specification** that clearly details the knowledge, skills and experience required by somebody to carry out the job.
- 4 The role profile contains the level and type of qualification (or equivalent experience) required to carry out the job
- 5 The SIF contains specific information concerning accountability for managing or monitoring budgets and/or the management or supervision of other people.
- 6 The SIF contains specific information concerning the physical effort and/or working conditions experienced in the role. (over and above 'normal' office environment)

DECLARATIONS

This role profile and supplementary information form provides a fair reflection of the responsibilities, duties and demands of the role and the knowledge, skills and competencies required to carry it out.

Line manager to tick the appropriate boxes below:

- 1 Consulted with individual jobholder if applicable (do not tick if the job covers more than one jobholder)
- 2 Consulted with group/sample of jobholders if applicable (do not tick if the job covers just one jobholder)
- 3 Trades union involved in the update process if applicable (please tick if a trade union representative has been involved in the update process. For example, if the individual is a union member and requested their rep be involved or where there are larger groups of employees)

Line Manager	Head of Service
Print	Print
Sign	Sign
Date	Date

2. Head of Intervention and Planning

Role Profile

Service:	Family Services – Social Care – Senior Management Team
Location:	NLBP
Job Title:	R37 - Head of Intervention and Planning
Grade:	704 - 706
Post No.:	
Reports to:	Assistant Director Social Care

1. Purpose of Job:

The Head of Intervention and Planning leads the management of effective and timely case management ensuring that all children have a plan of permanence. The role is responsible for the delivery of these services within set budgetary parameters and for their ongoing service improvement, and works with a range of internal and external partners to achieve effective outcomes for the children of Barnet.

2. Key accountabilities/duties/responsibilities:

- Lead and manage the teams within the Intervention and Planning service.
- Be responsible for the quality of service delivery and performance of the Intervention and Planning service.
- Lead and manage relevant operational partnerships.
- Be accountable for managing contracted services to achieve quality outcomes that meet the needs of children, young people and their families within a fixed level of resources.
- Be accountable for quality, resourcing and resolving complex operational issues.
- Be accountable for tailoring corporate policy/objectives into annual, locally relevant operational frameworks (eg. Service plans) based on the agreed corporate strategy.
- Be accountable for applying corporate policies in a way which makes the most efficient use of resources to support local needs.
- Support and influence children's social care and children's service policy development and lead projects and programmes for the Intervention and Prevention service.

- Be able to adapt approaches where appropriate to provide the best possible service.
- Target interventions to where they make the greatest difference.
- Lead and manage the CAMHS social work team.

3. Promotion of Corporate Values

To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work.

4. Flexibility

The jobholder may be required to carry out other reasonable duties commensurate with the grade, as requested by line manager.

This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

5. The Council's Commitment to Equality

To deliver the council's commitment to equality of opportunity in the provision of its services. All staff are expected to promote equality in the work place and in the services the council delivers.

PERSON SPECIFICATION

Service:	Family Services –Social care - Senior Management Team
Location:	NLBP
Job Title:	R37 Head of Intervention and Planning
Grade:	704 - 706
Post No.:	
Reports to:	Assistant Director Social Care

Knowledge, training and experience
<ul style="list-style-type: none"> • Educated to degree level or equivalent by experience with a professional qualification in social work (eg. Dip SW, CQSW). • hcpc registered. • Extensive knowledge and experience of operating in a complex Children’s Services environment. • Experience of operating at senior management level in a complex organisation. • Successful track record of developing and providing services which are effective at meeting customer need and are cost efficient. • Knowledge of the Children’s Services field including relevant legislation and statutory frameworks.
Skills
<p>Planning, organising and controlling skills</p> <ul style="list-style-type: none"> • Senior level experience of managing commissioning activity and relationships. • Strong complex project management skills and experience. • Experience in financial management. <p>Communication and influencing skills</p> <ul style="list-style-type: none"> • Strong leadership and people management skills within a complex organisation. • Strong networking, influencing and partnership development skills.
<p>Initiative and Innovation skills</p> <ul style="list-style-type: none"> • Experience in managing successful change.

Supplementary Information Form


Post Title	R37 Head of Intervention and Planning
Service Area	Family Services –Social care - Senior Management Team
Job Ref Number	For office use
Budget management accountability	<ul style="list-style-type: none"> • To manage operational budgets within agreed financial parameters, and monitor compliance with relevant legislation, statutory duties and Council policies to manage risk appropriately. • To prioritise the use of allocated resources in order to demonstrate value for money and ensure that resources are best deployed • To set and maintain the operational direction for Intervention and Planning based on the organisation’s operation arrangements, giving tactical advice to service providers to ensure the effective management of commissioned contracts to uphold service quality levels.
Staff management accountability	<ul style="list-style-type: none"> • To provide strong, visible leadership and professional supervision in order to motivate, manage and develop service staff to deliver a culture of high quality performance and continuous improvement. • To lead and manage all social work staff responsible for ensuring that all children at risk of harm are protected, including all children in need and subject to a child protection plan. • To demonstrate leadership and management in the risk management of the most vulnerable children. • To initiate and manage court proceedings for children deemed to be suffering significant harm or at risk of suffering significant harm. • To manage risk in a manner to militate against reputational risk to the council of children not being appropriately safeguarded.
Physical effort	N/A
Working environment	N/A

Behaviours

Core Leadership Behaviours
<p>Confident and resilient Level C</p> <ul style="list-style-type: none"> – Remains confident even under challenge – Manages their reactions to stress or difficult situations effectively – Maintains a sense of perspective, inspiring confidence that problems/issues can be resolved or objectives delivered <p>Influences Level B</p> <ul style="list-style-type: none"> – Thinks about their message and their audience – Uses their understanding of others to tailor and choose the most impactful approach – Understands the big and little 'P' politics in the Council <p>Drives innovation Level B</p> <ul style="list-style-type: none"> – Provides balanced feedback on current performance – Helps others learn from mistakes and successes – Plans to meet development needs of individuals and teams – Provides opportunities for the team/individual to keep up to speed with best practice on an ongoing basis <p>Entrepreneurial Level B</p> <ul style="list-style-type: none"> – Predicts issues or spots opportunities arising in the medium term – Acts decisively to tackle/take advantage of them – Does not allow statutory or governance frameworks inhibit adopting flexible approaches to doing things

Specific Behaviours against Core Accountabilities			
Think Customer	Leadership and People Management	Democratic Spine	Financial and Risk Management
<p>Customer focused Level B</p> <ul style="list-style-type: none"> – Thinks from a customer perspective – Collects and makes use of customer data and customer feedback to define and continually improve services – Takes a consultative approach, seeking out the views and opinions of others who might be affected by changes to services 	<p>Engages people Level C</p> <ul style="list-style-type: none"> – Clearly positions themselves as a leader, establishing expected ways of behaving and working and ensuring that these are maintained – Builds leadership credibility by modelling the behaviour expected of others 	<p>Brings insight Level B</p> <ul style="list-style-type: none"> – is able to synthesise data from a range of sources to identify key issues and develop practical solutions – Recognises patterns and themes and/or applies learning or models from elsewhere to help tackle issues or create solutions – Keeps the local context in mind, as well as the situation at hand 	<p>Drives continual improvement Level B</p> <ul style="list-style-type: none"> – Pro-actively identifies and delivers improvements – Constantly thinks 'how could I do this better?' e.g. taking action to deliver improvements e.g. doing something faster, to a higher standard or higher quality, more efficiently – Remains focused on outcomes, without getting side tracked by the detail

Values

<p><i>All managers should role model the values in everything they do, use the values to set clear expectations of others, recognise and reinforce positive behaviours, and address any behaviours which are undesirable.</i></p>			
<p>Be Human</p>  <p><i>People are important and deserve our best</i></p>	<p>Be Collaborative</p>  <p><i>By working together we can deliver better services and make the best use of public money</i></p>	<p>Value Diversity</p>  <p><i>Our diversity brings strength and adds value</i></p>	<p>Be Trustworthy</p>  <p><i>By communicating clearly and honestly about what we can or can't do we inspire trust</i></p>
<p>We are consistent and sincere in our approach</p> <p>We take ownership of issues</p> <p>We accept that in order to make customers lives easier, we may have to work in a different way</p> <p>We attract, develop and retain the best talent for our organisation</p> <p>We demonstrate a "can-do" attitude</p> <p>Colleagues and customers trust us to give our best</p> <p>We behave in a highly professional manner</p> <p>We approach sensitive situations with a "human touch"</p>	<p>We take time to share knowledge and to support our colleagues</p> <p>We listen and take appropriate action</p> <p>We are forward thinking and deliver services differently where we can to meet customer needs</p> <p>We recognise that the customer is more important than the organisation</p> <p>We work in partnership with others to deliver the most effective solutions</p> <p>We make sure every penny makes a difference</p> <p>We embrace the need for continuous improvement and positive change</p> <p>We are proud of the organisation and our role in achieving the best outcomes for Barnet residents</p>	<p>We value diversity and the unique contributions of others</p> <p>Our approach is inclusive and accessible</p> <p>We believe in equality of opportunity and our behaviours demonstrate this</p> <p>We acknowledge our differences and treat individuals with respect</p> <p>We foster a collaborative and mutually supportive environment</p> <p>We treat others with respect and as we would expect to be treated</p> <p>We value everyone's work and the contribution they make</p> <p>The principles of equality and diversity are embedded into everything we do</p>	<p>Our approach is always customer centred</p> <p>Everything we do we do with integrity</p> <p>We build effective relationships with customers and colleagues</p> <p>We use appropriate ways to communicate with each other and our customers</p> <p>We learn from our mistakes and put things right if they go wrong</p> <p>We relish open and transparent communications with customers and with each other</p> <p>We are creating a trusting, open and inclusive working environment</p> <p>We are honest and inspire trust by saying what we mean, matching our behaviours to our words and taking responsibility for our actions.</p>

Role Profile Checklist

- 1 The role profile contains a **job purpose** statement that clearly and concisely describes the overall purpose of the job. This should be a short statement, usually 2 or 3 sentences at the most.
- 2 The role profile contains a number of **accountability or responsibility** statements that describe the role in more detail.
- 3 The role profile contains a **person specification** that clearly details the knowledge, skills and experience required by somebody to carry out the job.
- 4 The role profile contains the level and type of qualification (or equivalent experience) required to carry out the job
- 5 The SIF contains specific information concerning accountability for managing or monitoring budgets and/or the management or supervision of other people.
- 6 The SIF contains specific information concerning the physical effort and/or working conditions experienced in the role. (over and above 'normal' office environment)

DECLARATIONS

This role profile and supplementary information form provides a fair reflection of the responsibilities, duties and demands of the role and the knowledge, skills and competencies required to carry it out.

Line manager to tick the appropriate boxes below:

- 1 Consulted with individual jobholder if applicable (do not tick if the job covers more than one jobholder)
- 2 Consulted with group/sample of jobholders if applicable (do not tick if the job covers just one jobholder)
- 3 Trades union involved in the update process if applicable (please tick if a trade union representative has been involved in the update process. For example, if the individual is a union member and requested their rep be involved or where there are larger groups of employees)

Line Manager	Head of Service
Print	Print
Sign	Sign
Date	Date

3. Social Work Team Manager

Role Profile

Service:	Family Services – Social Care
Location:	NLBP
Job Title:	R112 - Social Work Team Manager
Grade:	52 - 55
Post No.:	
Reports to:	Head of Service

1. Purpose of Job:

To take day to day operational and financial responsibility for designated elements of the service, providing leadership and management and support to staff and ensuring that children's needs are assessed in a holistic and timely manner and that appropriate services are provided to meet their needs.

2. Key accountabilities/duties/responsibilities:

- To be responsible to a Head of Service for the effective management of the team, and the provision of a professional, child centred service in accordance with the relevant regulations, legislation, guidance, codes of practice, policy and procedures.
- To ensure that services are delivered in partnership with all key stakeholders so that children's assessed needs are met on a planned, holistic basis within a family setting whenever this is consistent with their best interests.
- To deal with complex issues creatively and effectively in order to develop a responsive and effective service for users, delivered within designated budgets.
- To develop specialist knowledge in the field for which the post carries management responsibility, acting as a resource to both peers and more senior colleagues.
- To work with the Heads of Service and Assistant Director Social Care in meeting all operational and strategic developmental demands on the service contributing to the management of the service as whole.

Key Accountabilities

- To be responsible for receiving, assessing, allocating, reviewing and closing cases. To keep abreast of developments in all the cases covered by the team.
- To assess the level of risk and/or service to be offered to users, ensuring that the highest priority work is allocated and that the safety and wellbeing of the child is secured. This includes making decisions about the immediate safety of children at risk of significant harm.
- To provide professional supervision to members of the team.
- To think creatively and imaginatively in order to solve complex professional problems concerning individual children, their families and other carers.
- To develop and maintain effective working relationships with relevant statutory and independent sector agencies e.g. teachers, doctors, psychiatrists, health visitors, police officers, requiring the capacity to advice and influence as appropriate.
- To chair or participate in reviews and meetings attended by users as well as by colleagues and representatives of other agencies, as above. Also to represent the Family Service and the wider Children's Service at meetings both within and outside the Council.
- To provide information, including written reports, to ensure effective service delivery and to influence strategy development
- To take lead responsibility for the development and ongoing implementation of children's plans within the relevant service area.
- To secure services for children, their families and across the Service as needed, and in accordance with the relevant schedules of delegated authority
- To co-ordinate and manage care proceedings as required, ensuring that reports and statements are produced to a high standard and within the agreed deadlines, instructing Counsel and Council solicitors as appropriate and representing the council in court.
- To investigate and prepare replies to Freedom of Information requests and Members' enquiries, and to deal with complaints according to corporate procedures
- To provide a responsive service to emergency situations ensuring the safety and well being of the child. This may involve working outside core hours and being available for discussion, advice and decision making.
- To secure good outcomes for children and the most efficient use of the council's resources.
- To maximise the participation of children, their families and other carers in service and care planning.
- To promote the role of the council as corporate parent
- To promote equality of opportunity for users in accessing the services provided.

- To deputise for the Head of Service and to cover for peers by representing Social Care both within and outside the council, taking the lead in relation to specific project and service developments.

Finance

- To plan, control and monitor all income and expenditure within the terms of the budget holding responsibilities of this post and promote a culture of value for money.
- To manage delegated budgets on a strictly cash limited basis, identifying and reporting emergent budget pressures.
- To ensure that the authorisation, monitoring and control of expenditure is within the Council's regulations and delegated authority.
- To monitor and review services and goods purchased in order to ensure that they meet the appropriate standards, are value for money and adhere to financial regulation.
- To ensure all financial transactions are fully recorded and accounted for.

Information

- To use systems and performance information to improve service delivery, including gathering and analysing statistical information in order to facilitate effective managerial decision making.
- To ensure that staff use the appropriate recording systems and keep all records accurate and up to date, taking appropriate steps to maintain a satisfactory level of security and confidentiality.
- To keep abreast of new legislation, guidance and regulations relating to the service area, acting as a specialist for the department as required.
- To make full and proper use of IT systems in order to carry out the management functions of the post effectively.

General

- To take part in working groups to deal with specific issues or tasks as requested.
- To assist in the development of policies, procedures and working practices at local, divisional and inter-agency levels.
- To co-ordinate and manage team and service area meetings.
- To assist the Head of Service to discharge the overall management functions of the Service Area, and to participate effectively as a member of the service area management team.
- To assist the Head of Service to develop and implement the Family Service Business plan, Team Plan and any other Action Plans as necessary.

3. Promotion of Corporate Values

To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work.

4. Flexibility

The jobholder may be required to carry out other reasonable duties commensurate with the grade, as requested by line manager.

This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

5. The Council's Commitment to Equality

To deliver the council's commitment to equality of opportunity in the provision of its services. All staff are expected to promote equality in the work place and in the services the council delivers.

PERSON SPECIFICATION

Service:	Family Services – Social Care
Location:	NLBP
Job Title:	R112 - Social Work Team Manager
Grade:	52 - 55
Post No.:	
Reports to:	Head of Service

Knowledge, training and experience
<ul style="list-style-type: none"> • Minimum of 3 years post qualification children and families work • 2 years Statutory work, including child protection • Literacy and numeracy to the required level • DipSW/CQSW equivalent • Post qualifying supervision of SW's or students • Basic training in management competencies • Children Act/Child Protection Training <p>Knowledge of:</p> <ul style="list-style-type: none"> • Child care legislation and relevant guidance, regulations and standards of best practice • Family Court procedures • DOH Guidance, Working Together To Safeguard Children and the Assessment Framework • Awareness of Issues arising from child abuse inquiries • Responsibilities of SSD in relation to children and families • Health and Safety Policies and Procedures

Skills
<ul style="list-style-type: none">• Ability to plan, manage and review service delivery • Ability to recruit, manage and develop a staff team • Ability to chair meetings involving service users and other professionals • Ability to manage change and stress in self and others • Good written and verbal reasoning skills and the ability to produce reports to the required standard, to develop, monitor and maintain appropriate recording systems and to develop such skills in others. • Ability to work in partnership with children and young people and their families and with other professionals • Ability to analyse data • Good organisational skills • Able to make decisions and delegate tasks appropriately • Ability to manage a budget • Ability to establish and maintain appropriate professional boundaries with colleagues and service users and to ensure that workers in the team do the same
<p>Special Job Requirements:</p> <ul style="list-style-type: none">• Driving license• Ability to travel• Out of hours on call as required• Evening meetings as and when

Supplementary Information Form

Post Title	R112 - Social Work Team Manager
Service Area	Social Care
Job Ref Number	For office use
Budget management accountability	Please describe the accountability for managing budgets and their value, if applicable
Staff management accountability	Please describe the accountability for managing or supervising employees or equivalent, if applicable
Physical effort	Please describe any physical effort associated with the job that is over and above normal office requirements
Working environment	Please describe any adverse working conditions associated with the job that are over and above normal office environment, including abuse and aggression from the public.

Role Profile Checklist

- 1 The role profile contains a **job purpose** statement that clearly and concisely describes the overall purpose of the job. This should be a short statement, usually 2 or 3 sentences at the most.
- 2 The role profile contains a number of **accountability or responsibility** statements that describe the role in more detail.
- 3 The role profile contains a **person specification** that clearly details the knowledge, skills and experience required by somebody to carry out the job.
- 4 The role profile contains the level and type of qualification (or equivalent experience) required to carry out the job
- 5 The SIF contains specific information concerning accountability for managing or monitoring budgets and/or the management or supervision of other people.
- 6 The SIF contains specific information concerning the physical effort and/or working conditions experienced in the role. (over and above 'normal' office environment)

DECLARATIONS

This role profile and supplementary information form provides a fair reflection of the responsibilities, duties and demands of the role and the knowledge, skills and competencies required to carry it out.

Line manager to tick the appropriate boxes below:

- 1 Consulted with individual jobholder if applicable (do not tick if the job covers more than one jobholder)
- 2 Consulted with group/sample of jobholders if applicable (do not tick if the job covers just one jobholder)
- 3 Trades union involved in the update process if applicable (please tick if a trade union representative has been involved in the update process. For example, if the individual is a union member and requested their rep be involved or where there are larger groups of employees)

Line Manager	Head of Service
Print	Print
Sign	Sign
Date	Date

4. Deputy Team Manager

Role Profile

Service:	Family Services - Social Care
Location:	NLBP
Job Title:	R106 - Deputy Team Manager
Grade:	43 - 46
Post No.:	
Reports to:	Team Manager

1. Purpose of Job:

To be responsible to a Team Manager for the effective management of the team, and the provision of a professional, child centred service in accordance with the relevant regulations, legislation, guidance, codes of practice, policy and procedures.

2. Key accountabilities/duties/responsibilities:

- To ensure that services are delivered in partnership with all key stakeholders so that children's assessed needs are met on a planned, holistic basis within a family setting whenever this is consistent with their best interests.
- To deal with complex issues creatively and effectively in order to develop a responsive and effective service for users, delivered within designated budgets.
- To provide professional supervision to members of the team.
- To develop specialist knowledge in the field for which the post carries management responsibility, acting as a resource to both peers and more senior colleagues

- To support the Team Manager in, assessing, allocating, reviewing and closing cases. To keep abreast of developments in all the cases covered by the team.
- To assess the level of risk and/or service to be offered to users, ensuring that the highest priority work is allocated and that the safety and wellbeing of the child is secured. This includes making decisions about the immediate safety of children at risk of significant harm.
- To think creatively and imaginatively in order to solve complex professional problems concerning individual children, their families and other carers.
- To develop and maintain effective working relationships with relevant statutory and independent sector agencies e.g. teachers, doctors, psychiatrists, health visitors, police officers, requiring the capacity to advice and influence as appropriate.
- To chair or participate in reviews and meetings attended by users as well as by colleagues and representatives of other agencies, as above. Also to represent the Family Service and the wider Children's Service at meetings both within and outside the Council.
- To provide information, including written reports, to ensure effective service delivery and to influence strategy development
- To take lead responsibility for the development and ongoing implementation of children's plans within the relevant service area.
- To secure services for children, their families and across the Service as needed, and in accordance with the relevant schedules of delegated authority
- To co-ordinate and manage care proceedings as required, ensuring that reports and statements are produced to a high standard and within the agreed deadlines, instructing Counsel and Council solicitors as appropriate and representing the council in court.
- To assist the Team Manager in investigating and preparing replies to Freedom of Information requests and Members' enquiries, and to deal with complaints according to corporate procedures.
- To provide a responsive service to emergency situations ensuring the safety and well being of the child. This may involve working outside core hours and being available for discussion, advice and decision making.
- To secure good outcomes for children and the most efficient use of the council's resources.

- To maximise the participation of children, their families and other carers in service and care planning.
- To promote the role of the council as corporate parent.
- To promote equality of opportunity for users in accessing the services provided.

3. Promotion of Corporate Values

To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work.

4. Flexibility

The jobholder may be required to carry out other reasonable duties commensurate with the grade, as requested by line manager.

This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

5. The Council's Commitment to Equality

To deliver the council's commitment to equality of opportunity in the provision of its services. All staff are expected to promote equality in the work place and in the services the council delivers.

PERSON SPECIFICATION

Service:	Family Services - Social Care
Location:	NLBP
Job Title:	R106 - Deputy Team Manager
Grade:	43 - 46
Post No.:	
Reports to:	Team Manager

Knowledge, training and experience
<ul style="list-style-type: none"> • Minimum of 3 years post qualification children and families work • 2 years Statutory work, including child protection <p>Knowledge of:</p> <ul style="list-style-type: none"> ○ Child care legislation and relevant guidance, regulations and standards of best practice ○ Family Court procedures ○ DOH Guidance, Working Together To Safeguard Children and the Assessment Framework ○ Awareness of Issues arising from child abuse inquiries <ul style="list-style-type: none"> • Literacy and numeracy to the required level • DipSW/CQSW equivalent • Post qualifying supervision of SW's or students • Basic training in management competencies • Children Act/Child Protection

Skills
<ul style="list-style-type: none"> • Ability to plan, manage and review service delivery • Ability to recruit, manage and develop a staff team • Ability to chair meetings involving service users and other professionals • Ability to manage change and stress in self and others • Good written and verbal reasoning skills and the ability to produce reports to the required standard, to develop, monitor and maintain appropriate recording systems and to develop such skills in others. • Ability to work in partnership with children and young people and their families and with other professionals • Ability to analyse data • Good organisational skills • Able to make decisions and delegate tasks appropriately • Ability to manage a budget • Ability to establish and maintain appropriate professional boundaries with colleagues and service users and to ensure that workers in the team do the same.
<p>Special Job Requirements</p> <ul style="list-style-type: none"> • Driving license • Ability to travel • Out of hours on call as required • Evening meetings as and when

Supplementary Information Form

Post Title	R106 - Deputy Team Manager
Service Area	Family Services - Social Care
Job Ref Number	For office use
Budget management accountability	Please describe the accountability for managing budgets and their value, if applicable
Staff management accountability	Please describe the accountability for managing or supervising employees or equivalent, if applicable
Physical effort	Please describe any physical effort associated with the job that is over and above normal office requirements
Working environment	Please describe any adverse working conditions associated with the job that are over and above normal office environment, including abuse and aggression from the public.

Role Profile Checklist

- 1 The role profile contains a **job purpose** statement that clearly and concisely describes the overall purpose of the job. This should be a short statement, usually 2 or 3 sentences at the most.
- 2 The role profile contains a number of **accountability or responsibility** statements that describe the role in more detail.
- 3 The role profile contains a **person specification** that clearly details the knowledge, skills and experience required by somebody to carry out the job.
- 4 The role profile contains the level and type of qualification (or equivalent experience) required to carry out the job
- 5 The SIF contains specific information concerning accountability for managing or monitoring budgets and/or the management or supervision of other people.
- 6 The SIF contains specific information concerning the physical effort and/or working conditions experienced in the role. (over and above 'normal' office environment)

DECLARATIONS

This role profile and supplementary information form provides a fair reflection of the responsibilities, duties and demands of the role and the knowledge, skills and competencies required to carry it out.

Line manager to tick the appropriate boxes below:

- 1 Consulted with individual jobholder if applicable (do not tick if the job covers more than one jobholder)
- 2 Consulted with group/sample of jobholders if applicable (do not tick if the job covers just one jobholder)
- 3 Trades union involved in the update process if applicable (please tick if a trade union representative has been involved in the update process. For example, if the individual is a union member and requested their rep be involved or where there are larger groups of employees)

Line Manager	Head of Service
Print	Print
Sign	Sign
Date	Date

5. Advanced Social Worker

Role Profile

Service:	Family Services – Social Care
Location:	NLBP
Job Title:	R113 - Advanced Social Worker
Grade:	42 - 45
Post No.:	
Reports to:	Team Manager / Deputy Team Manager

1. Purpose of Job:

To provide a high standard of social work and services to users arising out of the Council's duties and powers under legislation and in accordance with departmental policy, procedures, guidelines and the HCPC Standards of Proficiency for Social Workers. To cover for Team Managers / Deputy Team Managers when required, to mentor and co-work with other staff and to take a leadership role in specialist areas.

In order to be an Advanced Social Worker, candidates will achieve the Advanced Social Work Professional Award from Middlesex University, or undertake to achieve this within nine months of appointment to this grade if being appointed from outside the organisation

2. Key accountabilities/duties/responsibilities:

The following will be undertaken in accordance with relevant statutes, guidance, regulations, policies and procedures.

Advanced Social workers will demonstrate the following attributes:

- Actively demonstrate professional commitment by taking responsibility for their own and others conduct, practice and learning, to champion the reputation of social work and the standards of its professional regulator
- Actively promote engagement in complex ethical decision-making, informed by effective service user engagement and concern for human rights and ethical principles. Demonstrate, model, develop and evaluate best practice through the appropriate use of challenge and contribution to policy, procedures and training through evidence and research informed activity
- Actively promote, monitor and evaluate positive approaches to diversity and equality using professional expertise. Provide advice, advocacy and challenge

on issues of discrimination and oppression, and model best practice in the appropriate use of authority, power and legislation which addresses the effects of oppression, discrimination and poverty.

- Demonstrate a critical, research and evidence informed advanced knowledge of appropriate theories, legislation, and policy and practice which builds on the expertise of service users, carers and professionals. Utilise critical reflection and analysis in a way that actively facilitates professional opinion, promotes support and raises expectations for creative and innovative practice.
- Engage proactively with change by operating effectively within own organisational frameworks, demonstrating professional leadership and contributing to service development through a range of partnerships, networks and alliances.

Case Management

- To hold ongoing key-worker responsibility for a caseload of children and young people who are 'in need', looked after by the Council, on a child protection plan, the subject of care proceedings or care leavers
- To undertake analytical evidence based assessments and to recommend to their team manager/deputy team manager the appropriate level of intervention and of service provision.
- To work creatively and to produce SMART child focused plans for all children.
- To implement and review these plans in a timely manner.
- To advise the team manager on a regular basis of proposed casework plans and developments and to seek authorisation in line with departmental delegated powers.
- To keep case records up to date, provide reports and carry out other administrative duties as required.
- To take responsibility for maintaining high performance standards including participation in audit and other quality assurance activities.
- To take appropriate steps to maintain a satisfactory level of security and confidentiality of all records.
- To work collaboratively with colleagues and other professionals, e.g. teachers, doctors, psychiatrists, health visitors, police officers, carers, relatives, voluntary sector, CAFCASS.
- To chair or participate in reviews and meetings attended by users as well as by colleagues and representatives of other agencies, e.g. health, education, probation, police, CAFCASS
- To produce reports of a satisfactory standard and within agreed deadlines as requested by their team manager.
- To represent the council at court
- To develop areas of specialist knowledge in order to act as a consultant , providing training and coaching as appropriate
- To represent the department at a variety of internal and external forums and meetings.
- To promote equality of opportunity for users in accessing the services provided.
- To actively encourage user participating where appropriate in the delivery, monitoring and evaluation of the service.

People

- To work positively as a member of a team and to provide day-to-day cover for the cases for which that team is responsible.
- To observe Health and Safety policies/legislation.
- To be supervised and appraised by their team manager.
- To participate in any training and professional development as requested by the team manager.
- The Advanced Social Worker post holder may be required to supervise other staff and students.

Information

- To keep abreast of new legislation, guidance and regulations including current social work developments and messages from research.
- To use IT systems competently.,

Financial and Asset Responsibilities:-

- To work at all times within the Council's financial regulations and the service's delegated powers.
- To ensure all financial transactions are fully written up and accounted for.
- To present information to the Resources Panel and make appropriate recommendations regarding the use of resources.
- Understand the budgetary framework to ensure that the service delivers value for money at all times.

Other

- .To assist in the development of policies, procedures and working practices at local, departmental and inter-agency levels.
To participate effectively in team and service meetings.

3. Promotion of Corporate Values

To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work.

4. Flexibility

The jobholder may be required to carry out other reasonable duties commensurate with the grade, as requested by line manager.

This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

5. The Council's Commitment to Equality

To deliver the council's commitment to equality of opportunity in the provision of its services. All staff are expected to promote equality in the work place and in the services the council delivers.

PERSON SPECIFICATION

Service:	Family Services – Social Care
Location:	NLBP
Job Title:	R113 - Advanced Social Worker
Grade:	42 - 45
Post No.:	
Reports to:	Team Manager / Deputy Team Manager

Knowledge, training and experience

- Experience of working with children and families in any setting.
- Experience of statutory work including Child Protection work.
- Practice teaching
- CQSW/Dip.SW or equivalent recognised qualification.
- Registration with the General Social Care Council

- Advanced Social Work Professional Award from Middlesex University, or undertake to achieve this within nine months of appointment to this grade if being appointed from outside the organisation.

Knowledge of:

- Responsibility of SSD in relation to children and families.
- Children Act 1989, and 2004 and DOH Guidance, Working Together to Safeguard Children.
- Child abuse enquiries
- Area of Specialist Knowledge

Skills

- Effective organisational skills
- Ability to work in partnership with other professionals and families.
- Excellent written and verbal reasoning skills
- Ability and commitment to work as a member of a team.
- Effective assessment, planning, decision making skills.
- Ability to manage change and stress
- An ability to establish and maintain appropriate professional boundaries with colleagues and service users.
- Ability to satisfactorily represent the Division in Court
- Ability to chair and minute meetings.

Special Job requirements

- Holds current driving licence or is learning to drive.
- Willingness to work beyond office hours as and when necessary
- Ability to travel
- Willingness to move teams
- Ability to demonstrate a commitment to equal opportunities for users and staff, and anti-discriminatory practices
- Has lived or worked in a multi-cultural environment.

Supplementary Information Form

Post Title	R113 - Advanced Social Worker
Service Area	Family Services – Social Care
Job Ref Number	For office use
Budget management accountability	Please describe the accountability for managing budgets and their value, if applicable
Staff management accountability	Please describe the accountability for managing or supervising employees or equivalent, if applicable
Physical effort	Please describe any physical effort associated with the job that is over and above normal office requirements
Working environment	Please describe any adverse working conditions associated with the job that are over and above normal office environment, including abuse and aggression from the public.

Role Profile Checklist

- 1 The role profile contains a **job purpose** statement that clearly and concisely describes the overall purpose of the job. This should be a short statement, usually 2 or 3 sentences at the most.
- 2 The role profile contains a number of **accountability or responsibility** statements that describe the role in more detail.
- 3 The role profile contains a **person specification** that clearly details the knowledge, skills and experience required by somebody to carry out the job.
- 4 The role profile contains the level and type of qualification (or equivalent experience) required to carry out the job
- 5 The SIF contains specific information concerning accountability for managing or monitoring budgets and/or the management or supervision of other people.
- 6 The SIF contains specific information concerning the physical effort and/or working conditions experienced in the role. (over and above 'normal' office environment)

DECLARATIONS

This role profile and supplementary information form provides a fair reflection of the responsibilities, duties and demands of the role and the knowledge, skills and competencies required to carry it out.

Line manager to tick the appropriate boxes below:

- 1 Consulted with individual jobholder if applicable (do not tick if the job covers more than one jobholder)
- 2 Consulted with group/sample of jobholders if applicable (do not tick if the job covers just one jobholder)
- 3 Trades union involved in the update process if applicable (please tick if a trade union representative has been involved in the update process. For example, if the individual is a union member and requested their rep be involved or where there are larger groups of employees)

Line Manager	Head of Service
Print	Print
Sign	Sign
Date	Date

6. Social Worker

Role Profile

Service:	Family Services – Social Care
Location:	NLBP
Job Title:	R114 - Social Worker
Grade:	33 - 42
Post No.:	
Reports to:	Social Care Team Manager / Deputy Team Manager

1. Purpose of Job:

To provide a high standard of social work and services to users arising out of the Council’s duties and powers under legislation and in accordance with departmental policy, procedures, guidelines and the HCPC Standards of Proficiency for Social Workers

2. Key accountabilities/duties/responsibilities:

The following will be undertaken in accordance with relevant statutes, guidance, regulations, policies and procedures.

Case management

- To hold ongoing key-worker responsibility for a caseload of children and young people who are ‘in need’, looked after by the Council, subject to a child protection plan, the subject of care proceedings, or care leavers
- To undertake analytical evidence based assessments and to recommend to their team manager/deputy team manager the appropriate level of intervention and of service provision.
- To work creatively and to produce SMART child focused plans for all children

- To implement and review these plans in a timely manner.
- To advise the team manager on a regular basis of proposed casework plans and developments and to seek authorisation in line with departmental delegated powers.
- To keep case records up to date in line with departmental requirements, to write clear reports for meetings and conferences, and to carry out other administrative duties as required.
- To take responsibility for maintaining high performance standards including participation in audit and other quality assurance activities.
- To take appropriate steps to maintain a satisfactory level of data security and confidentiality of all records.
- To work collaboratively with colleagues and other multi-agency professionals, e.g. teachers, doctors, psychiatrists, health visitors, police officers, carers, relatives, voluntary sector, CAFCASS.
- To chair or participate in reviews and meetings attended by users as well as by colleagues and representatives of other agencies, e.g. health, education, probation, police, CAFCASS
- To produce reports of a high standard and within agreed deadlines as requested by their team manager.
- To represent the council at court in a professional manner
- To promote equality of opportunity for users in accessing the services provided.
- To actively encourage user participation where appropriate in the delivery, monitoring and evaluation of the service.
- To be able to deal sensitively with confidential and potentially distressing information, demonstrating a level of emotional resilience
- To continually reassess cases in relation to risk and refer to the team/deputy manager as appropriate.

People

- To work positively as a member of a team and to provide day-to-day cover for the cases for which that team is responsible in line with local arrangements.
- To observe Health and Safety policies/legislation.
- To be supervised and appraised by their team manager or deputy team manager.
- To participate in any training and professional development as agreed with the team manager/deputy team manager.

Information

- To keep abreast of new legislation, guidance and regulations.
- To use IT systems competently

Financial and Asset Responsibilities:-

- To work at all times within the Council's financial regulations and the service's delegated powers.
- To ensure all financial transactions are fully written up and accounted for.
- To present information to decision-making Panels as required and make appropriate recommendations regarding the use of resources.
- To have an understanding of the budgetary framework and constraints in which the service operates and to ensure that the service delivers value for money at all times.

Other

- To assist in the development of policies, procedures and working practices at local, departmental and inter-agency levels.
- To participate effectively in team and service meetings.

3. Promotion of Corporate Values

To ensure that customer care is maintained to the agreed standards according to the council's values. To ensure that a high level of confidentiality is maintained in all aspects of work.

4. Flexibility

The jobholder may be required to carry out other reasonable duties commensurate with the grade, as requested by line manager.

This job description is not exhaustive and may change as the post or the needs of the Council develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

5. The Council's Commitment to Equality

To deliver the council's commitment to equality of opportunity in the provision of its services. All staff are expected to promote equality in the work place and in the services the council delivers.

PERSON SPECIFICATION

Service:	Family Services – Social Care
Location:	NLBP
Job Title:	R114 - Social Worker
Grade:	33 - 42
Post No.:	
Reports to:	Social Care Team Manager / Deputy Team Manager

Knowledge, training and experience
<ul style="list-style-type: none"> • Experience of working with children and families in any setting. • Experience of statutory work including Child Protection work. • CQSW/Dipsw/degree or equivalent recognised social work qualification. <ul style="list-style-type: none"> • Registration with Health and Care Professionals Council • Desired Training on: <ul style="list-style-type: none"> ○ Children Act ○ Child Protection Work ○ Direct Work with Children ○ Assessment skills ○ Integrated Children’s System
Skills

- Effective organisational skills
- Ability to work in partnership with other professionals and families.
- Excellent written and verbal reasoning skills
- Ability and commitment to work as a member of a team.
- Effective assessment, planning, decision making skills.
- Ability to manage change and stress
- An ability to establish and maintain appropriate professional boundaries with colleagues and service users.
- Relevant IT skills and ability to use electronic recording systems

Knowledge of:

- Responsibility of Local Authority Children's Service in relation to children and families.
- Children Act 1989 and 2004 and DOH Guidance, Working Together to Safeguard Children.
- Child abuse enquiries
- Ability to demonstrate a commitment to equal opportunities for users and staff, and anti-discriminatory practices.
-

Special Job Requirements:

Desirable to hold current driving licence or is learning to drive.

Willingness to work beyond office hours as and when necessary.

Ability to travel

Supplementary Information Form

Post Title	R114 - Social Worker
Service Area	Family Services – Social Care
Job Ref Number	For office use
Budget management accountability	Please describe the accountability for managing budgets and their value, if applicable
Staff management accountability	Please describe the accountability for managing or supervising employees or equivalent, if applicable
Physical effort	Please describe any physical effort associated with the job that is over and above normal office requirements
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- 3 The role profile contains a **person specification** that clearly details the knowledge, skills and experience required by somebody to carry out the job.
- 4 The role profile contains the level and type of qualification (or equivalent experience) required to carry out the job
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- 6 The SIF contains specific information concerning the physical effort and/or working conditions experienced in the role. (over and above 'normal' office environment)

DECLARATIONS

This role profile and supplementary information form provides a fair reflection of the responsibilities, duties and demands of the role and the knowledge, skills and competencies required to carry it out.

Line manager to tick the appropriate boxes below:

- 1 Consulted with individual jobholder if applicable (do not tick if the job covers more than one jobholder)
- 2 Consulted with group/sample of jobholders if applicable (do not tick if the job covers just one jobholder)
- 3 Trades union involved in the update process if applicable (please tick if a trade union representative has been involved in the update process. For example, if the individual is a union member and requested their rep be involved or where there are larger groups of employees)

Line Manager	Head of Service
Print	Print
Sign	Sign
Date	Date

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Appendix 15 - Employee Equality Impact Assessment

Project: Family Services Transformation

[This document remains live with information being added at each critical milestone]

Project Owner:	Family Services Delivery Unit
Date process started:	21 September 2014
Date process to end:	31 March 2015

<p>This EIA is being undertaken because it is:</p>	<p><input type="checkbox"/> outlined within the equality scheme relevance assessment table</p> <p><input checked="" type="checkbox"/> part of a project proposal submission to the programme management board</p> <p><input type="checkbox"/> a result of organisation change</p> <p><input type="checkbox"/> other – please specify:</p>
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EIA Contents

- 1 Introduction
2. Any Anticipated Equalities Issues at each milestone and identified mitigation
3. Monitoring Summary
4. Project Milestone Outcomes, Analysis and Actions

1. Introduction

1.1 It is recognised that a significant transformation of services is likely to have an impact upon staff. This impact will be monitored through the completion of an Employee Equalities Impact Assessment; this is a “live” document and will be updated at key milestones throughout the lifespan of the project.

As part of the public sector Equality Duty, section 149 of the Equality Act 2010, the Authority is required to give due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out activities.

This EIA will be used to understand the impacts on groups of staff over the period of the Family Services Transformation project as well as being used as a baseline for any future decision making.

1.2 Aims and objectives of the Family Services Delivery Model

Our aim: Right structures to deliver best outcomes for children and families with reduced resources by:

- £2.3m reduction in staffing costs
- Ensure sufficient social workers
- Better integrate social care and early intervention
- Ensure managers closer to frontline delivery
- Ensure staff have appropriate skills through good training and development support and the right IT systems

The detail, the transformation will include:

- Reconfigure services to bring responsibility for the plan for all children and young people into one place
- Redefine operating procedures to support intervention work
- De-layer management across the Delivery Unit
- Invest in quality of practice
- Reconfigure support functions improving delivery
- Within Social Care the proposed responsibilities of each Head of Service have been configured to ensure that accountability is clear and that the journey for a child / family through the system is clear and hand-offs are minimised

The full proposal with the rationale is set out in the Consultation Close Document 2014.

1.2 Description of the critical milestones

Key Milestones future milestones for the project:

12 Nov 2014

- Close of Employee Consultation and General Functions Committee (New structure subject to GFC approval)

15 Dec 2014

- Completion of first recruitment phase and notice of redundancy issued to those that have not been successful in the recruitment process

1 April 2015

- Implementation of new structure

1.3 Key Stakeholders

Key Stakeholders:

- Nicola Francis, Director of Family Services (Sponsor)
- Workforce Board including Chief Executive, Deputy Chief Operating Officer and HR Director
- Family Services Senior Management Team
- Family Services Employees
- Trade Union Representatives
- Key partner organisations
- Service Users
- Schools

2. Any Anticipated Equalities Issues at each milestone and identified mitigation

2.1 Close of Employee Consultation and General Functions Committee (New structure subject to GFC approval) - 12 Nov 2014

Consultation with Staff and Trade Unions ended on October 2014.

At this current stage of the project:

- a total of 159 are directly impacted by the proposal and are 'At risk of redundancy'
- 22 employees are not matched to any roles
- 137 employees are matched to roles where there are more people than posts in the proposed new structure and therefore in ring-fenced competition.
- All other employees were assimilated to their roles or are out of scope

Recruitment to roles in the new structure:

- Each existing role was assessed by Family Service managers against the new roles in the proposed structure to understand the status of role, whether it be 'assimilation', 'ring-fenced competition' or 'no match' in the new structure as per the councils Managing Organisational Change Policy.
- The selection criteria for redundancy was published as part of consultation in 'Family Service Transformation – Proposed Selection Process for the New Structure'
- The proposed weighting for each element of the recruitment selection criteria will be shared equally between the assessment activities for each particular recruitment process, except the personal statement, which will in all cases be a weighting of 10%. This information has been shared with Trade Unions and employees

Outcomes:

- It does however mean that whilst there are 20% of all roles in the new structure that are new and do not match to existing roles, employees will be able to apply for this range of new roles. There will still be employees that will not secure roles in the new structure.

Impact of transformation on existing employees (Please see summary of outcomes by milestone below):

Due to the statistical makeup of the service it is known that the impact on the following groups is likely to be higher:

- Female employees
- Employees over 50
- White, black and black British employees

Mitigation:

To try and mitigate the effects on all employees and particularly the above groups with protected characteristics the council have put a number of support channels in place including:

- Link Managers
- Group briefings
- One:one meetings
- Employee Surgeries
- Pension Surgeries
- Trade Union representatives
- Focus Group Representatives
- Change and Me Workshops
- Employee Assistance Programme
- Personal support sessions on change
- Interview skills workshops

A number of these support channels were sourced to meet the needs and concerns of the service.

With the larger proportion of the service over 50 years of age, to meet their voiced concerns the council provided pension one:one meetings and briefings.

With a group of employees that are largely female and have a high proportion of part-time workers briefings and support sessions were spaced across the week to reach as many employees as possible.

The service benefits from a number of long serving employees, many of whom fed back that their confidence would benefit from interview skills workshops prior to any internal interviews. These have now been arranged for employees at risk of redundancy to attend in the first week of November.

The council will continue to assess and attempt to mitigate the impact of the transformation programme on all employees and in particular those with protected characteristics.

3. Monitoring Summary

3.1 Table 1- Employee EIA Profile of the Project

(This profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it)

All numbers replaced by an 'X' have been aggregated to protect personal identification

Critical Milestones

		Total LBB Data		Project Initiation Milestone 1 Family Services Data		Name Milestone 2 Family Services Data		Name Milestone 3 Family Services Data		Name Milestone 4 Family Services Data	
		No.	% of LBB	No.	% of service	No.	% change	No.	% change	No.	% change
Number of employees		2261		753							
Gender	Female	1496	66.17	607	80.61						
	Male	765	33.83	146	19.39						
	Unknown	0	0	0	0						
Date of Birth (age)	< 1996	5	0.22	x	0.66						
	1985-1996	204	9.02	112	14.87						
	1975 - 1984	492	21.76	192	25.50						
	1965 - 1974	596	26.36	180	23.90						
	1951 - 1964	854	37.77	238	31.61						
	1941 - 1950	106	4.69	23	3.05						
	< 1940	4	0.18	x	x						
Unknown	0	0	0	0							

Ethnic Group	White										
	British	1025	45.33	286	37.98						
	Irish	68	3.01	17	2.26						
	Turkish Cypriot	8	0.35	x	x						
	Greek Cypriot	28	1.24	18	2.39						
	Other White	168	7.43	76	10.09						
	Mixed										
	White and Black Caribbean	0	0	0	0						
	White and Black African	0	0	0	0						
	White and Asian	18	0.80	x	x						
Other Mixed	51	2.26	0	0							
Asian and Asian British											
Indian											
Pakistani	128	5.66	38	5.05							
Bangladeshi	17	0.75	10	1.33							
Other Asian	19	0.84	x	x							
	29	1.28	11	1.46							
Black or Black British											
Caribbean	140	6.19	53	7.04							
African	214	9.46	48	6.37							
Other Black	32	1.42	10	1.33							
Chinese or Other Ethnic Group											
Chinese	13	0.57	x	x							
Other Ethnic Group	42	1.86	16	2.12							
Not declared	261	11.54	146	19.39							
Disability											
	Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy)	0	0	0	0						
	Hearing (such as: deaf, partially deaf or hard of hearing)	5	0.22	x	x						
	Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	2	0.09	x	x						
	Speech (such as impairments that can cause communication problems)	x	x	0	0						
	Reduced physical capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or	7	0.31	0	0						

	diabetes)												
	Severe disfigurement	x	x	0	0								
	Learning difficulties (such as dyslexia)	4	0.18	x	x								
	Mental illness (substantial and lasting more than a year)	6	0.27	x	x								
	Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	5	0.22	x	x								
	Other Disability	33	1.46	x	x								
	No Disability	0	0	0	0								
	Not Stated	2199	97.26	737	97.88								
Gender Identity	Transsexual/Transgender (people whose gender identity is different from the gender they were assigned at birth)	0		0									
Pregnancy and Maternity	Pregnant	0		0									
	Maternity Leave (current)	0		0									
	Maternity Leave (in last 12 months)	0		0									
Religion or Belief	Christian	1015	44.89	312	41.43								
	Buddhist	11	0.49	x	x								
	Hindu	110	4.87	31	4.12								
	Jain	5	0.22	x	x								
	Jewish	61	2.70	23	3.05								
	Muslim	80	3.54	24	3.19								
	Sikh	8	0.35	x	x								
	Other religions	74	3.27	13	1.73								
	No religion	366	16.19	106	14.08								
	Not stated	192	8.49	62	8.23								
	No form returned	27	1.19	x	x								
	Atheist	45	1.99	17	2.26								
	Agnostic	31	1.37	10	1.33								
	Humanist	3	0.13	0	0								
	Not Assigned	233	10.31	139	18.46								
Sexual Orientation	Heterosexual	1487	65.77	476	63.21								
	Bisexual	10	0.44	x	x								
	Lesbian or Gay	31	1.37	11	1.46								
	Prefer not to say	423	18.71	108	14.34								
	Not assigned	310	13.71	154	20.45								
Marriage and civil partnership													
	Married	583	25.79	157	20.85								
	Single	438	19.37	158	20.98								

	Widowed	12	0.53	0	0						
	Divorced	42	1.86	x	x						
	In Civil partnership	7	0.31	0	0						
	Cohabiting	24	1.06	3	0.40						
	Separated	3	0.13	0	0						
	Unknown	1150	50.86	424	56.31						
	Not Assigned	2	0.09	x	x						
Relevant and related grievances											
	Formal	0		0							
	Upheld	0		0							
	Dismissed	0		0							

3.2 Evidence

3.3 List below available data and research that will be used to determine impact on different equality groups

HR data provided from Transactional HR
Staff/Trade Union/Stakeholder feedback

3.4 Evidence gaps

Maternity Leave is not held centrally and will be shared from local records where necessary and as the process continues.

Secondment held locally by the service.

3.5 Solution, please explain how you will fill any evidence gaps?

Each team has been allocated to a Link Manager who maintain continuous communication with staff. The Link Managers are aware of staff absent from work for various reasons such as sickness, maternity leave and adoption leave. They are keeping in touch with these staff during the period of consultation until the new structure goes live on 1 April 2015.

4. Project Milestone Outcomes, Analysis and Actions

4.1 Summary of the outcomes at each milestone

The councils overall workforce is;

- 66.17% female
- 33.83% Male
- 42.64% of both female and male are over 50 years of age.
- 74.43% of the workforce are white, black and black British

Initial analysis of the Family Services equality data indicates;

- 80.61% of the workforce is female

- 19.39% of the workforce is male
- 34.66% of both female and male are over 50 years of age
- 67.46% of the workforce is white, black and black British

Affected staff (when compared to the Family Services equality data)

- 21.74% of FS employees are affected by the transformation and are female
- 17.12% of FS employees are affected by the transformation and are male
- 16.85% of FS employees are affected by the transformation and are over 50 years of age
- 5.90% of the workforce affected is white, black and black British

Given the current make-up of the workforce, whichever option is chosen, the change will have a bigger impact on women than men. The statistics show that 80.61% of the workforce is female and due regard will be paid to the requirements of the Public Sector Equality Duty. It cannot though be avoided that any changes will affect the female workforce whether it is a positive or negative impact. Mitigation is that the selection criteria for posts in the proposed new structure has not been determined by gender but on the structural requirements of roles to meet the needs of Family Services.

There is no data available on maternity or sexual orientation transgender.

It is essential that the Managing Change Policy is followed and in a legally compliant manner, including with consideration of all aspects of the Equality Act 2010 and other relevant legislation.

A total of 159 employees are directly affected by the Transformation. This equates to 20.84% of the Family Services workforce.

Milestone – 12 Nov 2014

- Close of Employee Consultation and General Functions Committee (New structure subject to GFC approval)

4.1.2

Consultation period from 21 September to 22 October 2014. The proposals for Consultation have been developed and circulated for consultation with staff and Trade Unions. The proposed structure was the subject for Consultation. Following the end of Consultation, staff and trade unions comments and feedback have been considered and changes to the structure due to consultation responses have been implemented. A post consultation document has been developed for the approval of the General Functions Committee (GFC). Following the approval of the GFC, the new Family Services structure will be recruited to.

Milestone – 15 Dec 2014

- Completion of first recruitment phase and notice of redundancy issued to those that have not been successful in the recruitment process

4.1.3

Milestone - 1 April 2015

- Implementation of new structure

4.1.4

4.2 Actions proposed

Milestone: 12 Nov 2014

- Close of Employee Consultation and General Functions Committee (New structure subject to GFC approval)

4.2.1

the council have put a number of support channels in place including:

- Link Managers
- Group briefings
- One:one meetings
- Employee Surgeries
- Pension Surgeries
- Trade Union representatives
- Focus Group Representatives
- Change and Me Workshops
- Employee Assistance Programme
- Personal support sessions on change
- Interview skills workshops

Milestone: 15 Dec 2014


- Completion of first recruitment phase and notice of redundancy issued to those that have not been successful in the recruitment process

4.2.2

Milestone - 1 April 2015

- Implementation of new structure

4.2.3

	AGENDA ITEM 8 <h2 style="text-align: center;">General Functions Committee 11 November 2014</h2>
<p style="text-align: right;">Title</p>	<p>Review of Polling Districts and Polling Places for UK Parliamentary Elections</p>
<p style="text-align: right;">Report of</p>	<p>Andrew Travers Chief Executive & (Acting) Returning Officer</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A: Polling Place reviews and proposals for Chipping Barnet parliamentary constituency Appendix B: Polling Place reviews and proposals for Finchley and Golders Green parliamentary constituency Appendix C: Polling Place reviews and proposals for Hendon parliamentary constituency Appendix D: Polling District proposals for Parliamentary constituencies in the London Borough of Barnet Appendix E: Copy of the Notice of Review and all representations received in response to this notice by the deadline date.</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>John Bailey – Electoral Projects Manager 020 8359 3008 - john.e.bailey@barnet.gov.uk</p>

<h2>Summary</h2>
<p>This report advises the Committee of the findings of the statutory review of polling districts and polling places for use at UK parliamentary elections and seeks the Committee’s approval of the (Acting) Returning Officer’s proposals and that these proposals take effect in time for the 1 December 2014 publication of the revised Register of Electors. In addition the Committee is asked to instruct that an annual review of polling arrangements take place and that the borough’s polling arrangements be submitted to the Committee each year following this review.</p>

Decisions

- | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Approval of all proposed polling place arrangements as laid out in Appendices A, B and C. |
| 2. Approval of all proposed new polling district arrangements as laid out in Appendix D. |
| 3. Approval of an annual review of polling districts and polling places to be submitted to the General Functions Committee each year (following any borough – wide elections held). |

1. WHY THIS REPORT IS NEEDED

- 1.1 In order to comply with the requirements of the Representation of the People Act 1983 sections 18A-18E (as amended by section 17 of the Electoral Registration and Administration Act 2013), the Council was required to undertake a full review of all polling districts and polling places in the period between 1 October 2013 and 31 January 2015. In doing so, the authority had to seek to ensure that all electors have reasonable facilities for voting -as are practicable in the circumstances- and have regard to the needs of electors who are disabled.

2. REASONS FOR DECISIONS

- 2.1 After detailed evaluation by the Electoral Projects Manager and the (Acting) Returning Officer, during which representations were sought from key stakeholders, it is submitted to the committee that the needs of electors are best met for the UK Parliamentary elections scheduled for May 2015 by the polling arrangements as proposed in the attached appendixes.
- 2.2 The pre-existing polling arrangements within the three parliamentary constituencies contained within the borough are considered to be predominantly satisfactory and have all been shown at previous recent elections to be practicable given the circumstances that prevail within the areas that they serve. The approach throughout the review has been to only propose changes where there a clear conclusion has been reached that new arrangements:
- will better serve the affected electors
 - will improve polling day arrangements for local residents *without* any detrimental effect upon the voting arrangements for affected electors
- 2.3 A review of polling districts and places should be conducted annually so that suitable voting arrangements are maintained for changes to the electorate (e.g. from new housing developments) within the borough's wards and constituencies. Regular more minor changes can then be adopted, rather than more drastic changes if the arrangements are only reviewed once every five years (as required by the Electoral Registration and Administration Act 2013).

3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 3.1 As the Council must undertake a statutory review of polling districts and polling places by the end of January 2015 in accordance with the provisions of the Representation of the People Act 1983 section 18A-18E (as amended by section 17 of the Electoral Registration and Administration Act 2013), and the Review of Polling Districts and Polling Places (Parliamentary Elections) Regulations 2006, no alternative options for the conduct of this review apply.
- 3.2 Where alternative polling arrangements have been proposed (and supported by a suggested alternative arrangement) by submission of a representation to the review but has not been adopted, this is detailed within the assessment of the relevant polling place within the attached constituency appendices.

4. POST DECISION IMPLEMENTATION

- 4.1 The polling districts and polling places as detailed will be used for the UK Parliamentary elections to be held on 7 May 2015.
- 4.2 On an annual basis (and following the borough-wide election/s in those years in which one is held), an Electoral Services officer will assess all polling arrangements for suitability. Following this, a report of all proposed arrangements for polling districts and polling places for the following year will be submitted for approval to the General Functions Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- The designation of polling districts and polling places that give all electors reasonable and accessible facilities for voting (so far as is practicable within the circumstances), helps to ensure that the views of all residents that are eligible electors are expressed and taken into consideration on all aspects of the corporate priorities.

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

- There are minor additional costs in the administration and delivery of elections if the Committee approves a proposal that adds an additional polling place to the existing arrangements.
- In those instances where a polling place is proposed to move between permanent buildings, the cost will either be cost neutral or will create a negligible increase or decrease in comparison with existing costs.
- In those instances where a polling place is proposed to move away from portable offices to a permanent building, there will be savings in excess of £1000 per polling station, per election.
- The Council is responsible for the costs of conducting elections only at local elections (including if held, local by elections) that elect the Borough's own councillors. At all other elections, all costs are reclaimed from the relevant governing body for that election (e.g. central government meet's the costs of UK and European Parliamentary elections and the GLA meet the costs of London Mayoral and Greater London Assembly elections).

5.3 Legal and Constitutional References

- In order to comply with the provisions of the Representation of the People Act 1983 sections 18A-18E (as amended by section 17 of the Electoral Registration and Administration Act 2013), and the Review of Polling Districts and Polling Places (Parliamentary Elections) Regulations 2006 the Council must undertake a statutory review of polling districts and polling places in the period between October 2013 and January 2015.
- In carrying out the review, the local authority must comply with the steps set out in Schedule A1 Representation of the People Act 1983. The local authority is required to:
 - publish a notice of the holding of a review
 - consult the (Acting) Returning Officer for every parliamentary constituency which is wholly or partly in its area
 - publish all representations made by an (Acting) Returning Officer within 30 days of receipt by posting a copy of them at the local authority's office and in at least one conspicuous place in their area and, if the authority maintains a website, by placing a copy on the authority's website
 - seek representations from such persons as it thinks have particular expertise in relation to access to premises or facilities for persons who have different forms of disability. Such persons must have an opportunity to make representations and to comment on the representations made by the (Acting) Returning Officer(s).
 - on completion of a review, give reasons for its decisions and publish:
 1. all correspondence sent to an (Acting) Returning Officer in connection with the review
 2. all correspondence sent to any person whom the authority thinks has particular expertise in relation to access to premises or facilities for persons who have different forms of disability
 3. all representations made by any person in connection with the review
 4. the minutes of any meeting held by the council to consider any revision to the designation of polling districts or polling places within its area as a result of the review
 5. details of the designation of polling districts and polling places within the local authority area as a result of the review
 6. details of the places where the results of the review have been published
- Provision is contained within Section 18E RPA 1983 which provides that no election is to be questioned by reason of any informality relative to polling districts and polling places. Representations can be made to the Electoral Commission which may make directions to alter polling districts.
- The Council's Constitution, Responsibility for Functions, Annex A states the terms of reference of the General Functions Committee, including '...polling stations.'

5.4 Risk Management

- By approving the outcomes of this review the Council will meet its statutory duty to review polling districts and polling places as designated under the Representation of the People Act 1983 section 18A-18E (as amended by section 17 of the Electoral Registration and Administration Act 2013) and thereby eliminates the risk of breaching this duty.
- In conducting and implementing the findings of this review of Polling Districts and Polling Places, the Council mitigates the risk that electors find the arrangements for polling within the Borough to be hampered by poor accessibility or the provision of sub-standard facilities (given the practicable circumstances prevailing in each polling district).
- By approving an annual review and submission to the General Functions Committee of the arrangements for polling districts and polling places within the borough, the Council will mitigate the risk of the polling arrangements becoming unfit for purpose. This may otherwise happen due to changes to the electorate that are likely to be brought about by housing re-developments and regeneration projects and/or changes to the various voter franchises (e.g. the accession of new EU member states, voting for 16 & 17 year olds being introduced by future legislation etc.).

5.5 Equalities and Diversity

- No separate equalities impact assessment has been undertaken as the delivery of this electoral process is strictly governed by legislation, which is in itself designed to provide for reasonable access for all electors – including persons who have different forms of disability (so far as is reasonably practicable in the circumstances). In addition to providing polling stations that are as accessible as practicable in the circumstances, electoral legislation provides that all voters have the right to request the use of postal or proxy voting arrangements.
- The legislation governing this review required that representations were sought from persons who are considered to have an expertise in access to locations for persons with different forms of disability. In order to fulfil this requirement, representations were sought from:
 - The Equalities Officer of the London Borough of Barnet
 - The ‘Experts by Experience’ Forum – facilitated by LBB’s Adult Social Services
 - ‘Access in the Borough of Barnet’ – a section of ‘DabB’ (Disability Action in the Borough of Barnet) that reviews access arrangements for people with different forms of disability

5.6 Consultation and Engagement

- The notice of this review, which invites representations to be made regarding the polling arrangements within the borough, was published and displayed at Hendon Town Hall and posted on the Council's website on 18 July 2014. In addition a copy of the review notice was sent to:
 - All 63 Councillors
 - The three Members of Parliament that represent the constituencies within the London Borough of Barnet
 - The Barnet and Camden London Assembly Constituency Member
 - Those parties outlined in section 5.5 of this report
- All representations received to date in response to the notice of review are contained within Appendix E.
- The proposals of the (Acting) Returning Officer (as laid out in appendixes A, B, C and D to this report) were received on 20 October 2014 and must be published within 30 days of receipt. They will be published at Hendon Town Hall and on the Council's website following the committee's decisions and representations will be awaited on the arrangements provided by the committee's decision. Should any new representations be made that contain suggestions that are considered to improve the polling arrangements over those decided, these will be brought before the committee (at the GFC meetings to be held on 3/12/14 or 19/1/15) for a supplementary decision.

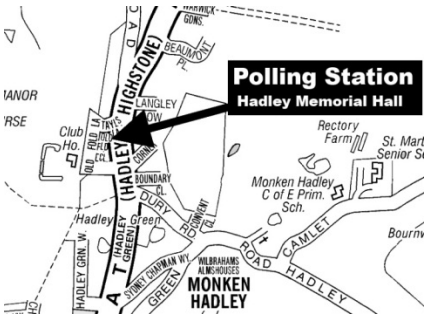
6. BACKGROUND PAPERS

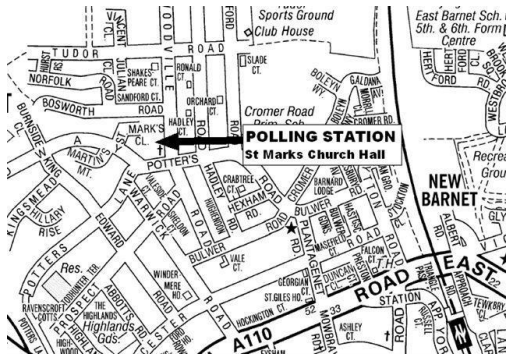
- 6.1 At the meeting held on 16 January 2012, the Committee approved the current polling district and polling place arrangements:
(<http://barnet.moderngov.co.uk/Data/General%20Functions%20Committee/201201162000/Agenda/Document%201.pdf> -Agenda Item 7)
- 6.2 At the meeting held on 25 March 2014, the Committee delegated responsibility to the Chief Executive to find and use alternative polling places where existing polling places were no longer available for the Local Government and European elections taking place on 22 May 2014.
(<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=174&MIId=7527&Ver=4> – Agenda Item 8)
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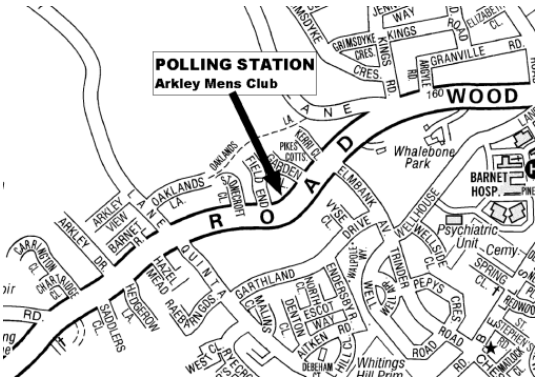
Chipping Barnet Parliamentary Constituency Polling Place Proposals Overview:

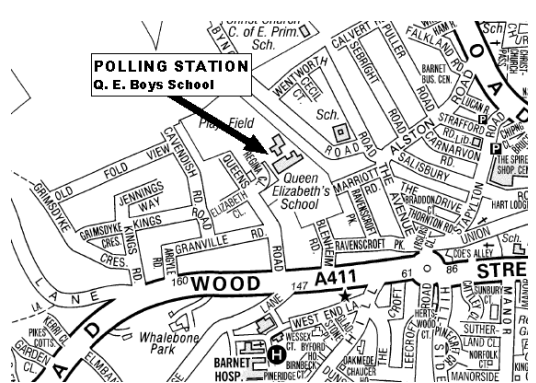
	Ward	Polling District	Current Polling Place	Proposal
1	High Barnet	CAA	Hadley Memorial Hall	No Change
2	High Barnet	CAB	St Mark's Church Hall	No Change
3	High Barnet	CAC	Arkley Men's Club	No Change
4	High Barnet	CAD	Q E Boys School	No Change
5	High Barnet	CAE	Chipping Barnet Library	No Change
6	East Barnet	CBA	New Bevan Baptist Church	No Change
7	East Barnet	CBB	Trent (CE) Primary School	No Change
8	East Barnet	CBC	Scout Hall, Vernon Crescent	No Change
9	East Barnet	CBD	Brookside Methodist Church	No Change
10	East Barnet	CBE	New Barnet Community Centre	No Change
11	Brunswick Park	CCA	Monkfrith Primary school	No Change
12	Brunswick Park	CCB	Osidge Primary School	No Change
13	Brunswick Park	CCC	Portable Offices Car Park - Brunswick Park Rd	No Change
14	Brunswick Park	CCD	Brunswick Park Primary School	No Change
15	Coppetts	CDA	Scout Hall, Goldsmith road	No Change
16	Coppetts	CDB	Portable Offices – Corner of Balmoral Ave and Regal Drive	Move to St John's Parish Centre (combine with CDD)
17	Coppetts	CDC	St Peter Le Poer Church Hall	Move one station to new PD (new-CDD)
18	Coppetts	CDD - <i>current</i>	Hindu Cultural Centre	Move to St John's Parish Centre (combine with CDB)
19	Coppetts	CDD - <i>new</i>	None	Freehold Community Centre Take one station from CDC
20	Oakleigh	CEA	Barnet Lawn Tennis Club	No Change
21	Oakleigh	CEB	Lyonsdown Main Hall	No Change
22	Oakleigh	CEC	St Mary Magdalen Parish Centre	No Change
23	Oakleigh	CED	Methodist Church Hall Manor Drive	No Change
24	Totteridge	CFA	St Andrew's JMI school	No Change
25	Totteridge	CFB	Totteridge Tennis Club	No Change
26	Totteridge	CFC	St John's Church Hall	No Change
27	Totteridge	CFD	Finchley Catholic High School	No Change
28	Totteridge	CFE	Woodside park social club	No Change
29	Underhill	CGA	Underhill Junior school	No Change
30	Underhill	CGB	St Catherine's (RC) Primary School	No Change
31	Underhill	CGC	St Stephens Church Hall	No Change
32	Underhill	CGD	The Pavilion, Brickfield Lane	No Change
33	Underhill	CGE	Grasvenor Avenue school	No Change

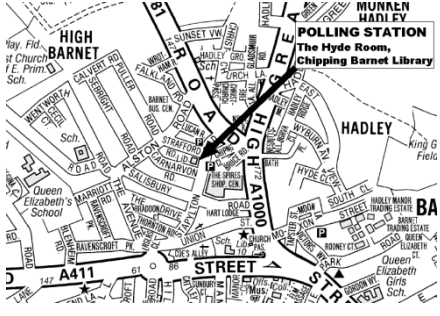
Review commentaries:

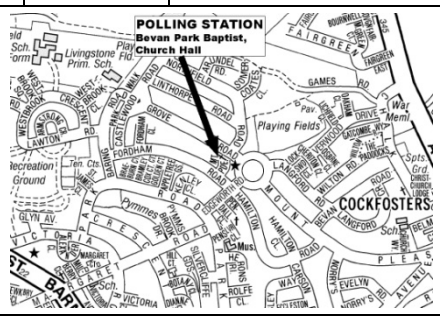
PD	No.(s)	Polling Place	Review commentary
CAA	1	Hadley Memorial Hall 29 Hadley Highstone, Barnet EN5 4PU	This station is well situated within its polling district and has good transport links.
			<p>Parking is limited on the roadside immediately outside the station, but electors and polling staff can park in nearby roads.</p> <p>There are seven steps up to the entrance but there is also permanent ramp (albeit slightly narrow in places) to the main door.</p> <p>Facilities for staff are good.</p>
(A)RO's proposal:		No change.	This location is well known locally as the polling station and is only required to serve a relatively small number of electors.
Representations:		None received.	

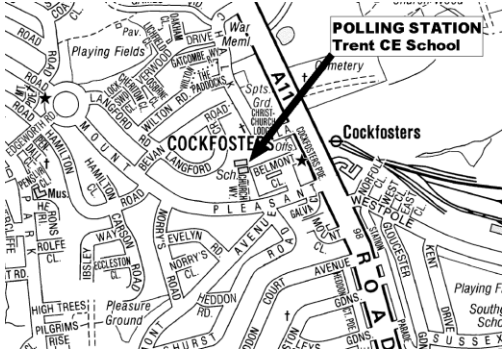
PD	No.(s)	Polling Place	Review commentary
CAB	2, 3, 4	St Marks Church Hall Potters Road, New Barnet Herts EN5 5HN	This triple station is very well located within its polling district and there are good transport links.
			<p>There is parking available on the site – including disabled parking bays and a modern DDA compliant ramp leads to the main entrance.</p> <p>The building is a reasonably tight fit for the required three stations and good signage is important, along with good organisation of the polling place by the Presiding Officers.</p> <p>Facilities for staff are good.</p>
RO's proposal:		No change.	This modern building is not particularly large (for a triple station), but is well equipped to facilitate elections. The location is well known as the polling station.
Representations		None received.	

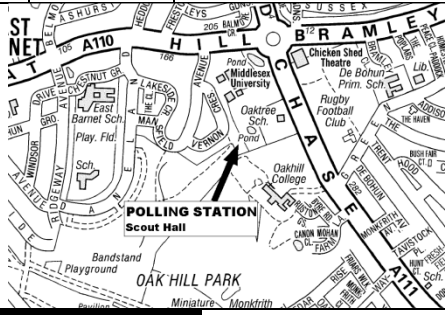
PD	No.(s)	Polling Place	Review commentary
CAC	5	Arkley Men's Club 64 Barnet Road, Arkley EN5 3EY	This polling place is well located within its (reasonably large geographical) polling district and there are good transport links. There is parking available on the site and in the nearby side road The entry door to the polling station has a very small lip, but is level with the ground outside. Facilities for staff do not include access to a kitchen but are otherwise good.
			
RO's proposal:		No change.	The location is well known as the polling station and is suitable for polling use.
Representations:		None received.	

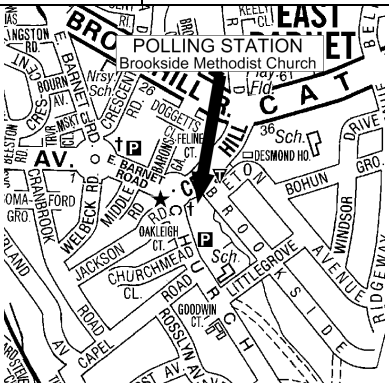
PD	No.(s)	Polling Place	Review commentary
CAD	6	Q.E. Boy's School Queen's Road, Barnet EN5 4DQ	This station is well located within its polling district and has good transport links nearby. Parking is limited on the residential road at the entrance to the site (although many electors will have resident parking permits) and there is some provision for disabled parking on the site. The entrance used to access the station is up three steps, but a temporary ramp is installed on polling days to enable wheelchair users to enter. Facilities for staff do not include access to a kitchen but are otherwise good.
			
RO's proposal:		No change.	The location is well known and is suitable for use as a polling station.
Representations:		None received.	

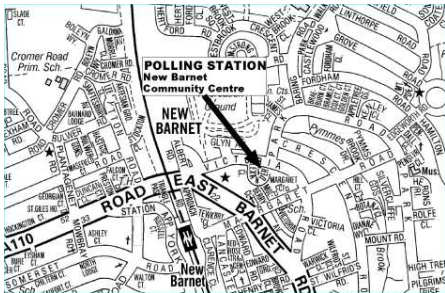
PD	No.(s)	Polling Place	Review commentary
CAE	7, 8	The Hyde Room Chipping Barnet Library, Stapylton Road, Barnet EN5 4QT	This station is well located within its polling district and has excellent transport links.
			<p>There is parking provision in nearby car-parks and the location will be familiar to all electors as it is a large library situated within a town centre shopping area.</p> <p>The entrance to the polling station is level and access to the station is excellent.</p> <p>Facilities for staff are very good.</p>
RO's proposal:		No change.	
Representations:		The location is very well known and the site is well suited for use as a polling station.	
		None received.	

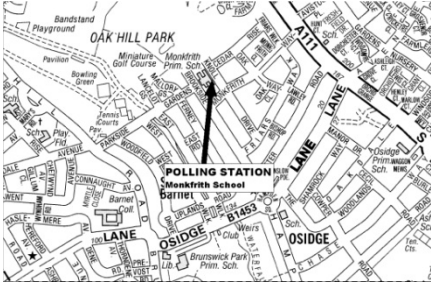
PD	No.(s)	Polling Place	Review commentary
CBA	9	New Bevan Park Baptist Church Hall Grove Road, Barnet EN4 9DF	This station is well located within its polling district and has excellent transport links.
			<p>There is parking available in the nearby roads.</p> <p>The entrance to the polling station is down steps, but a good purpose built ramp is also provided.</p> <p>Facilities for staff are good.</p>
RO's proposal:		No change.	
Representations:		The polling station is well situated within the polling district and offers good facilities for use as a polling station.	
		None received.	

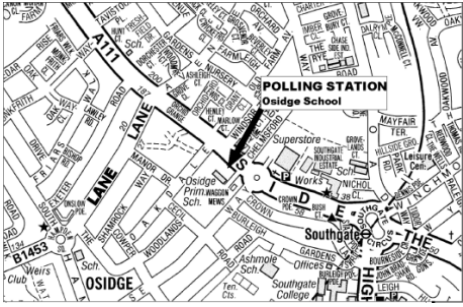
PD	No.(s)	Polling Place	Review commentary
CBB	10, 11	Trent (CE) Primary School Church Way, Chalk Lane, Cockfosters, EN4 9JH	<p>This polling place is located in the top corner of the polling district and although housed within a school it could be considered difficult to find for electors new to the polling district.</p> <p>Turnout within the polling district was however above average for the borough at the 2014 local elections and no complaints were received from electors about the station.</p> <p>There is limited elector parking available, but there is disabled parking available on site for polling days.</p> <p>Facilities for polling staff are very good.</p>
			
RO's proposal:		The location has been used for a number of years as a polling station and is well known by local electors. The facilities are good and no alternative site has been found in a more accessible location. No change.	
Representations:		Labour Group: <i>"The polling station in CBB is in Trent School, which is the most inconvenient/remote position in the ward and an alternative should be investigated. It may be that a review of the polling district boundaries would be of value."</i>	

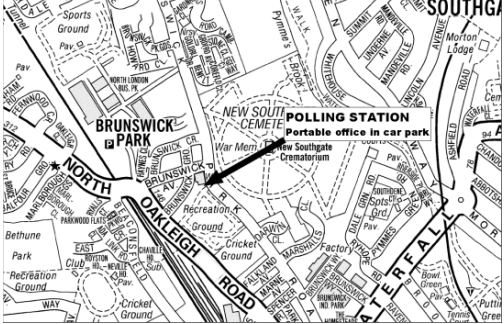
PD	No.(s)	Polling Place	Review commentary
CBC	12, 13	Scout Hall off Vernon Crescent, East Barnet EN4 8QG	<p>This polling place is not central to its polling district, but is situated close to all of the electors within it.</p> <p>There are good transport links nearby and parking on the nearby roads is good. Disabled parking is available immediately outside the polling stations on polling days.</p> <p>Facilities for staff are good.</p>
			
RO's proposal:		The location has been used for polling for many elections and has good facilities. No change.	
Representations:		Labour Group: <i>"The polling station for CBC in East Barnet is in the Scout Hut in Vernon Crescent which is the least accessible building in the ward and in a remote corner of the ward. It used to be in Danegrove School which is far more accessible and convenient for the majority of residents."</i>	

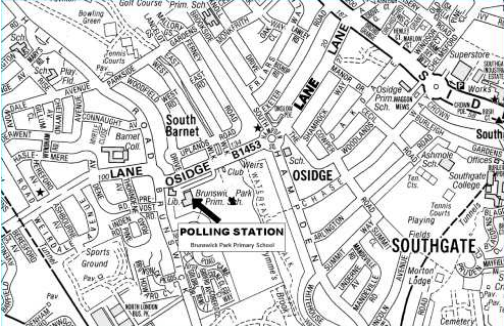
PD	No.(s)	Polling Place	Review commentary
CBD	14, 15	Brookside Methodist Church Cat Hill, EN4 8JB	This polling station location is in a corner of the polling district, but is well known and has excellent transport links. There is good parking provision available nearby. The part of the building used for polling is an unusual shape and the layout of the stations has to be carefully arranged to ensure good secrecy for voters whilst using the polling booths. The facilities for staff are good.
			
RO's proposal:		No change. The location is well known as a polling station and is suitable for use as a polling station.	
Representations:		None received.	

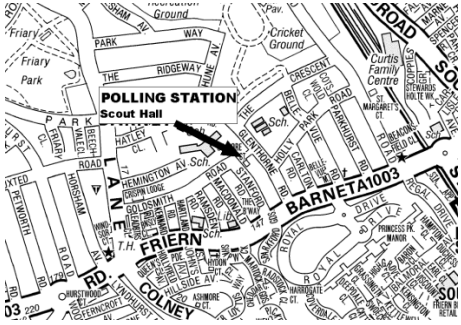
PD	No.(s)	Polling Place	Review commentary
CBE	16, 17	New Barnet Community Centre 48/50 Victoria Road, EN4 9PF	These polling stations are well located within the polling district and there are good transport links nearby. Parking is available nearby and access into the building is good. The location offers good facilities for both electors and polling staff. When being visited for the review, the manager of the centre did express some concerns about the longer term future of the site but there are no known plans for the site to be vacated.
			
RO's proposal:		No change. The polling station is well situated within the polling district and offers good facilities for use as a polling station.	
Representations:		None received.	

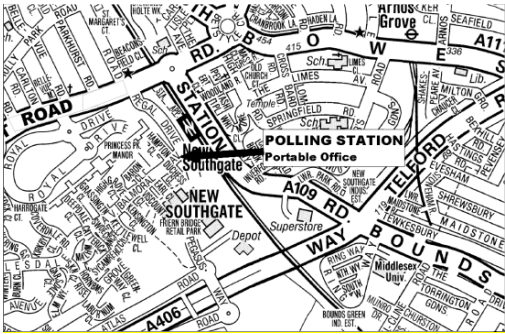
PD	No.(s)	Polling Place	Review commentary
CCA	18	Monkfrith Primary School Knoll Drive, Southgate N14 5NG	<p>This polling station is very well located in the polling district and offers good access to electors. Parking is available on nearby streets and the location is easy to find.</p> <p>The building has good facilities for electors and polling staff.</p> <p>The room used to conduct polling was moved by the RO at the May 2014 elections and now avoids the use of any internal steps. This has vastly improved access to the polling station for disabled and elderly voters.</p>
			
RO's proposal:		No change. The polling location is well known and offers very good facilities.	
Representations:		None received.	

PD	No.(s)	Polling Place	Review commentary
CCB	19, 20	Osidge JMI School Chase Side, Southgate N14 5HD	<p>This location is situated on one border of the polling district, but is easy to find and offers excellent facilities for electors and polling staff.</p> <p>Although there is one step up to the entrance, a temporary ramp is provided on polling day so access to the polling stations is very good.</p> <p>The transport links are good and parking is available in nearby streets and on-site on polling days.</p>
			
RO's proposal:		No change. Good polling station facilities at a location that is well known.	
Representations:		None received.	

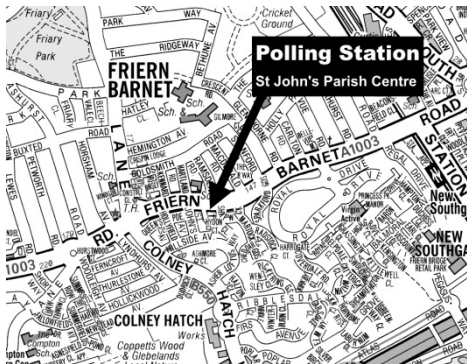
PD	No.(s)	Polling Place	Review commentary
CCC	21, 22	Car Park (Portable Offices) Brunswick Park Road, Southgate N11	<p>The location of these polling stations within the polling district is good. There are good transport links and parking is available in the immediate vicinity.</p> <p>The use of portable offices to act as polling stations is clearly less than ideal, but no suitable alternative has been suggested or found.</p> <p>Access to the polling stations requires the use of temporary ramps, but these are DDA compliant and offer handrails.</p> <p>No complaints were received from electors about the stations following the May 2014 elections.</p>
			
RO's proposal:		No change. Elections staff continue to look for preferable arrangements, but so far as is reasonable and practicable, these stations offer suitable facilities for polling	
Representations:		None received.	

PD	No.(s)	Polling Place	Review commentary
CCD	23, 24	Brunswick Park Primary School Osidge Lane, London N14 5DU	<p>This polling place is very well situated within the polling district. There are good transport links and parking is available in the nearby library car park.</p> <p>There is a long pathway leading to the entrance to the polling stations, but generally access is good. The school has recently undergone some expansion and opportunities to re-site the stations to a better location within the place should be explored ahead of the May 2015 elections.</p> <p>There are good facilities on site for both electors and polling staff.</p>
			
RO's proposal:		No change. The location and facilities offered by this polling place are suitable.	
Representations:		None received.	

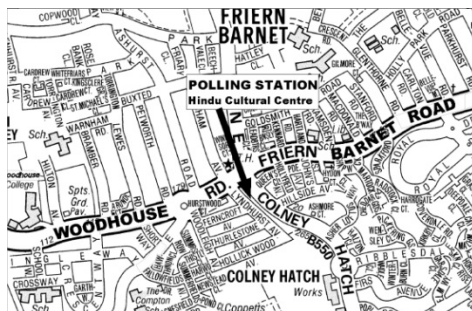
PD	No.(s)	Polling Place	Review commentary
CDA	25, 26	Scout and Guide Hall Goldsmith Road, Friern Park N11 3HX	This polling place is situated a little to the south of its polling district but is close to nearby transport routes. There is limited parking available in the nearby roads but the building is easy to find and to access. The facilities at the polling station are good for both electors and polling staff. There were no complaints from electors at the polling stations following the May 2014 elections.
			
RO's proposal:		No change. A number of alternative polling places in this district have been considered, but none were found that offer improved accessibility for all electors within the district. There are good footpaths that connect a number of the nearby roads and make this location more accessible than a many maps appear to show.	
Representations:		Labour Group: <i>"There is a concern that residents at the north end of CDA polling district (East Crescent etc.) run the risk of disenfranchisement as the polling station is a significant distance away and not part of the natural transport route for those residents"</i>	

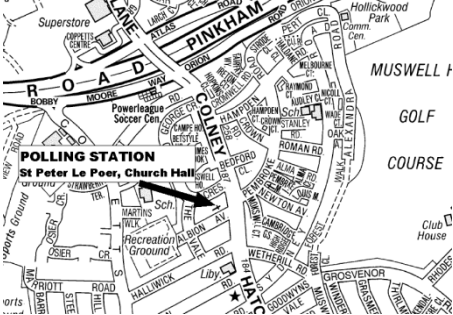
PD	No.(s)	Polling Place	Review commentary
CDB	27, 28	Portable Offices Junction of Balmoral Avenue and Regal Drive N11	The location of these polling stations is not particularly central to the polling district, but it is well known due to the close proximity of New Southgate over-ground train station. There is limited parking availability in the vicinity. Portable offices are used as no suitable building has been identified within the polling district and this means that access to the polling stations requires the use of temporary ramps.
			
RO's proposal:		Combine polling districts CDB and CDD and place the polling place at St John's Parish Centre, Friern Barnet Road, N11 3EQ	
Representations:		Labour Group: <i>"The distance for some voters to the current New Southgate polling station is disproportionately far and an alternative should be looked into that places the polling station in a placethat presents better equidistance for electors – perhaps the Tesco Supermarket"</i>	

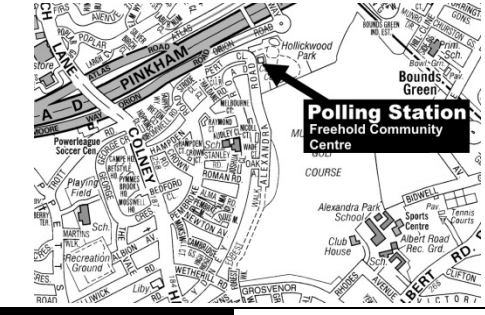
PD	No.(s)	Polling Station	Review commentary
CDB (new)		St John's Parish Centre Friern Barnet Road, London N11 3EQ	<p>This location would be along the northern edge of a combined CDB and CDD polling district, but is a well-known location and is very easy to find.</p> <p>It has excellent transport links and disabled parking is available immediately outside the building, along with a number of further parking spaces.</p> <p>The access into the building is level and this site would improve the accessibility of the polling place for virtually all electors within the new larger district.</p> <p>Facilities for electors and polling staff would be excellent.</p>
RO's proposal:		Combine CDB and CDD into single polling district and designate this site as the polling place. This modern accessible building can comfortably accommodate two or three polling stations.	
Representations:		Labour Group: <i>"Friern Barnet Lane should be the border for CDD rather than Woodhouse Road."</i>	

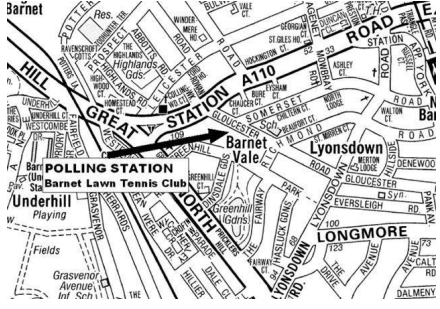


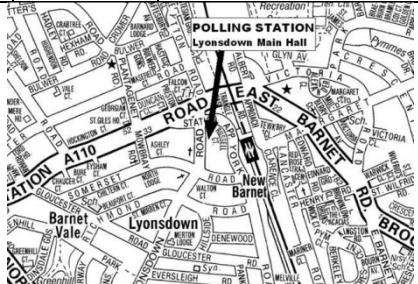
PD	No.(s)	Polling Station	Review commentary
CDD (remove)	31	Hindu Cultural Centre 3 Lyndhurst Avenue, London N12 0NE	<p>This polling station is situated in the northern end of the polling district, but is close well situated for the residential areas in the district.</p> <p>The transport links are excellent and there is parking for disabled electors on the site on polling day. The hall that is used for polling (since the May 2014 elections) has a purpose built ramp and provides good access to all electors.</p> <p>Facilities for electors and polling staff are very good.</p>
RO's proposal:		This polling station offers very good facilities for polling, but it would be beneficial to a majority of electors to combine CDD with CDB and use St John's Parish Centre as the polling place for the new polling district.	
Representations:		Labour Group: <i>"Friern Barnet Lane should be the border for CDD rather than Woodhouse Road."</i>	

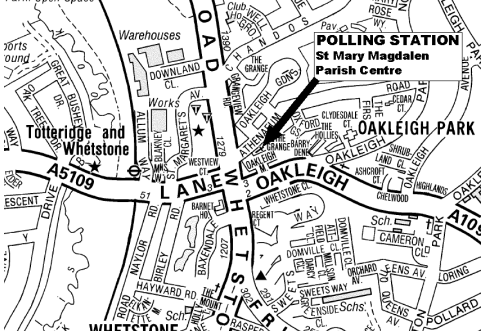


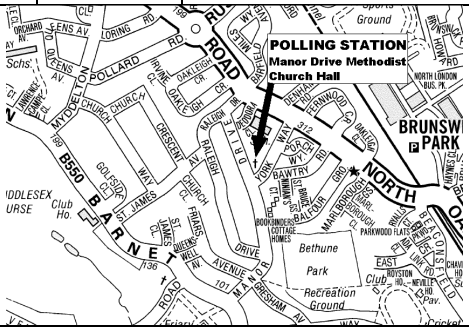
PD	No.(s)	Polling Place	Review commentary
CDC	29, 30	St Peter Le Poer Church Hall Albion Avenue, London N10 1AE	<p>This polling place is central within the polling district, but electors in the north-east of the district have a fairly long uphill walk to reach their station.</p> <p>There are good transport links available and limited parking is available on nearby roads.</p> <p>The space for the polling stations is not particularly large and includes a number of pillars. Polling provision is adequate, but is adequate and access to the stations is good.</p> <p>The facilities for both electors and polling staff are good.</p>
			
RO's proposal:		Split of polling district (see Appendix D) and create new polling place at Freehold Centre.	
Representations:		Labour Group: "The (Coppetts) ward needs an extra polling station on the N10 side. This could be the Freehold Centre or anything else in the same vicinity."	

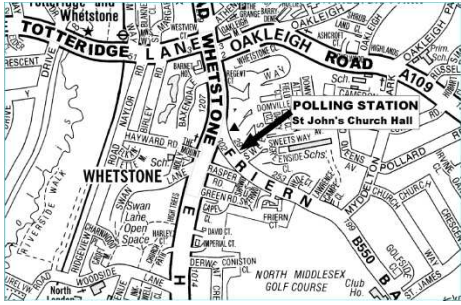
PD	No.(s)	Polling Place	Review commentary
CDD (new)		Freehold Community Centre Albion Avenue, London N10 1AE	<p>The designation of this site as a polling place would improve the accessibility to a polling station for a large number (approx. 1900) of electors that currently have to travel uphill to the St Peter Le Poer Church Hall in Albion Avenue.</p> <p>There are very good transport links to this location and adequate parking availability immediately outside.</p> <p>The hall has level access and offers very good facilities for staff and electors</p>
			
RO's proposal:		As per the proposal for CDC above.	
Representations:		Labour Group: "The (Coppetts) ward needs an extra polling station on the N10 side. This could be the Freehold Centre or anything else in the same vicinity."	

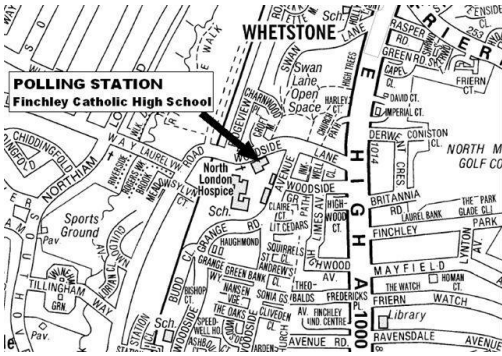
PD	No.(s)	Polling Station	Review commentary
CEA	32	Barnet Lawn Tennis Club Gloucester Road, New Barnet EN5 1RS	This polling station is situated in the northern end of the polling district but offers good access to electors. Parking is available on nearby streets and the location is easy to find. There is a single step into the station, but a temporary ramp is provided on polling day to ensure that access to the polling station is good. The building has good facilities for electors and polling staff
			
RO's proposal:		No change. The polling location is well known and offers very good facilities.	
Representations:		None received.	

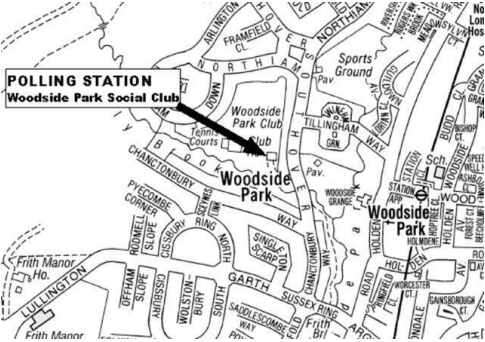
PD	No.(s)	Polling Station	Review commentary
CEB	33, 34	Lyonsdown Main Hall 3 Lyonsdown Road, New Barnet EN5 1JB	This polling station is situated in the northern end of the polling district but offers good access to electors and there are excellent transport links. There is parking available on nearby streets and disabled parking is provided beside the building, Facilities for staff and electors are very good.
			
RO's proposal:		No change. The location and facilities offered by this polling place are highly suitable.	
Representations:		None received.	

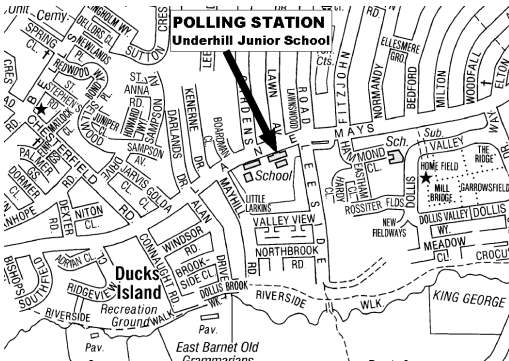
PD	No.(s)	Polling Station	Review commentary
CEC	35, 36	St Mary Magdalen Parish Centre 6 Athenaeum Road, Whetstone N20 9AE	The location of these polling stations is reasonably well located within its polling district (given limitations caused by the ward boundaries) and there are excellent transport options. Parking is available nearby and disabled voters can park on site. General access into the building is good. The building has good facilities for electors and polling staff
			
RO's proposal:		No change. The polling location is well known and offers very good facilities.	
Representations:		None received.	

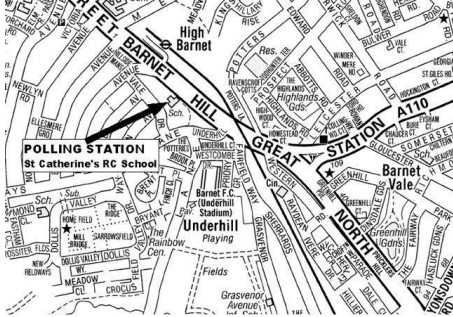
PD	No.(s)	Polling Station	Review commentary
CED	37, 38	Manor Drive Methodist Church Hall Manor Drive/York Way, Whetstone N20 0DZ	This polling place is well located within the polling district and has good transport links available. Access into the building is very good and there is parking available nearby. Facilities for electors and polling staff are very good.
			
RO's proposal:		No change. The location and facilities offered by this polling place are highly suitable.	
Representations:		None received.	

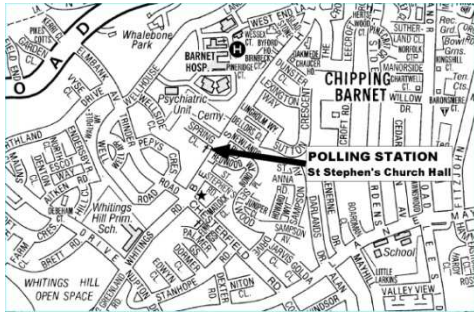
PD	No.(s)	Polling Station	Review commentary
CFC	41, 42	St Johns Church Hall Friern Barnet Lane N20 0LP	<p>This polling place is well located within its polling district (although the Ward boundaries do mean that a small number of electors will pass the polling place in CEC to reach it).</p> <p>Transport links are very good and there is (limited) parking available immediately outside the polling station.</p> <p>Access in to the station is excellent and facilities for electors and polling staff are good.</p>
			
RO's proposal:		No change.	
Representations:		None received.	
		The location and facilities offered by this polling place are suitable.	

PD	No.(s)	Polling Station	Review commentary
CFD	43, 44	Finchley Catholic High School Woodside Lane, Finchley N12 8TA	<p>This polling place is well located within its polling district. The building used to house the polling stations is separate to the main school building and the school remains open on polling days.</p> <p>Access to the stations is very good, but clear signage is essential so that electors are clear about where to go.</p> <p>There is limited parking available in the nearby streets but there are good transport links nearby.</p> <p>The facilities available for electors and polling staff are good.</p>
			
RO's proposal:		No change.	
Representations:		None received.	
		The location and facilities offered by this polling place are suitable	

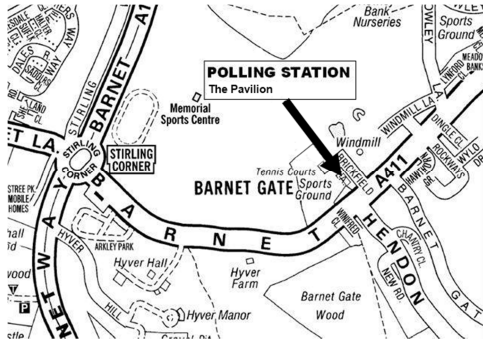
PD	No.(s)	Polling Station	Review commentary
CFE	45, 46	Woodside Park Social Club Southover, Finchley N12 7JG	<p>This polling place is well located within its polling district and is easy to access.</p> <p>The location is set back from the road down its own driveway and although the location is well known (there is also a children's nursery located there) good signage is essential to ensure that electors can easily find the polling station.</p> <p>There are a few steps up to the entrance of the stations, but a purpose built ramp is also available.</p> <p>There is good parking available, although at the time of the review visit the surface was not in particularly good condition.</p> <p>Facilities in the polling place are good for electors and polling staff.</p>
			
RO's proposal:		No change.	
Representations:		None received.	
		The location and facilities of this polling place are satisfactory.	

PD	No.(s)	Polling Station	Review commentary
CGA	47, 48	Underhill Primary School Mays Lane Barnet EN5 2LZ	<p>This polling place is to the south of the polling district but is well known and easy to find due to its location and prominence in the area.</p> <p>There are excellent transport connections and parking is available on-site on polling days.</p> <p>There are several steps to enter the building, but a purpose built lift for disabled access is also available.</p> <p>The facilities for electors and staff are very good.</p>
			
RO's proposal:		No change.	
Representations:		None received.	
		The location is very well known and the site is well suited for use as a polling station.	

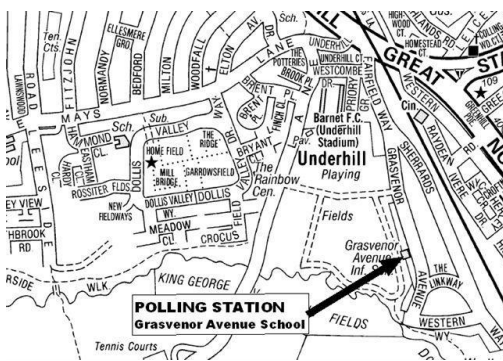
PD	No.(s)	Polling Station	Review commentary
CGB	49	St Catherine's (RC) Primary School Vale Drive, Barnet EN5 2ED	<p>This polling place is located close to one border of the polling district, but is well known and easy to locate. The polling district is not too large and access to the site should be good for all electors.</p> <p>There are good nearby transport links and parking is available on the nearby streets.</p> <p>Access to the site is level and there is a purpose built disabled access to the side of the building.</p> <p>Facilities for electors and polling staff are good.</p>
			
RO's proposal:		No change. The location is very well known and the site is well suited for use as a polling station.	
Representations:		None received.	

PD	No.(s)	Polling Station	Review commentary
CGC	50, 51	St Stephens Church Hall 1 Spring Close, Bells Hill, Barnet EN5 2UR	<p>This polling station is to the far east of its polling district, but is suitable as it is close to the vast majority of the district's electors.</p> <p>The polling station has good transport links and sufficient parking is available nearby. There is one step up to access the station, but a temporary ramp is provided on polling days.</p> <p>The facilities of the polling place are good for both electors and polling staff.</p>
			
RO's proposal:		No change. The location and facilities of this polling place are satisfactory.	
Representations:		None received.	

PD	No.(s)	Polling Station	Review commentary
CGD	52	The Pavilion Brickfield Lane, Arkley, Barnet EN5 3LD	<p>This polling place is actually situated just outside the polling district, but as the polling district is so sparsely populated (with both electors and buildings) this is the only practicable option currently identified. The site is well known as it is the home to both tennis and football facilities.</p> <p>The approach to the polling place is along a private road, although the lighting and access are just about acceptable.</p> <p>There is good parking availability and the access to the polling place is reasonably level.</p>
RO's proposal:		No change. The location serves only a small number of electors (approx. 500) and is the only practical and reasonable polling solution currently identified.	
Representations:		None received.	



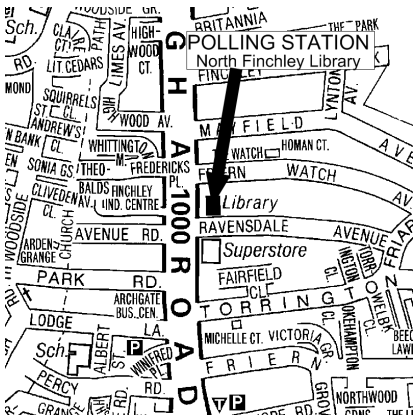
PD	No.(s)	Polling Station	Review commentary
CGE	53, 54	Grasvenor Avenue School Grasvenor Avenue Barnet Herts EN5 2BY	<p>This polling place is situated to one end of the polling district it serves but is well known and easy to locate. There are no better located options currently identified within the polling district.</p> <p>There are good public transport links within a few hundred metres and parking is available nearby.</p> <p>The access to the polling station is down a number of steps but there is a permanent ramp installed to enable access for disabled voters. Internally there are also steps, but here a lift is provided for disabled electors.</p> <p>Facilities are good for good for electors and polling staff at this polling place.</p>
RO's proposal:		No change. The location and facilities of this polling place are satisfactory.	
Representations:		None received.	

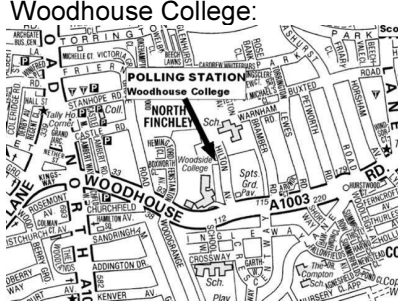
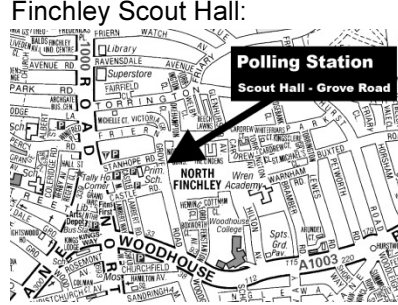


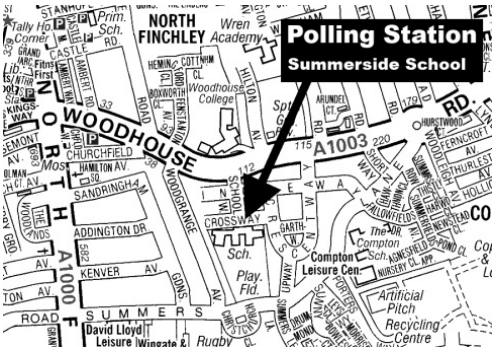
Finchley and Golders Green Parliamentary Constituency **Polling Place Proposals Overview**

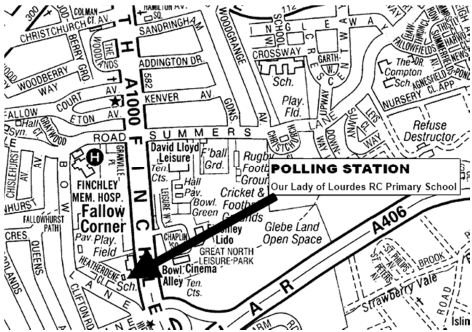
	Ward	Polling District	Polling Place	Proposal
1	Woodhouse	FHA	North Finchley Library	No Change
2	Woodhouse	FHB	Woodhouse College	Move to Finchley Scout Hall
3	Woodhouse	FHC	Summerside School	No Change
4	Woodhouse	FHD	Our Lady of Lourdes Primary School	No Change
5	East Finchley	FIA	The Green Man Community Centre	No Change
6	East Finchley	FIB	Martin Junior School	Move to East Finchley Library
7	East Finchley	FIC	Finchley Youth Theatre	No Change
8	East Finchley	FID	Bishop Douglas RC school	No Change
9	Garden Suburb	FJA	Brookland Infants school	No Change
10	Garden Suburb	FJB	Portable Office The Green - Widecombe Way	No Change
11	Garden Suburb	FJC	Portable Office The Synagogue - Norrice Lea	No Change
12	Garden Suburb	FJD	St Judes Church Hall	No Change
13	Garden Suburb	FJE	St Edward the Confessor Church Hall	No Change
14	Garden Suburb	FJF	Garden Suburb Infants School	Move to Fellowship House
15	Childs Hill	FKA	Harris Room - Trinity Church	No Change
16	Childs Hill	FKB	All Saints CE School	No Change
17	Childs Hill	FKC	St Agnes Centre	No Change
18	Childs Hill	FKD	Trading Hut Needham Terrace	No Change
19	Golders Green	FLA	St Mary & Archangel Mikail Coptic Orthodox Church Hall	No Change
20	Golders Green	FLB	Menorah Primary School	No Change
21	Golders Green	FLC	Claremont Primary School	No Change
22	Finchley – Church End	FMA	St Philip the Apostle Parish Centre	No Change
23	Finchley – Church End	FMB	The Dining Room Avenue House	No Change
24	Finchley – Church End	FMC	Finchley Baptist Church hall	No Change
25	Finchley – Church End	FMD	Chalgrove JMI School	No Change
26	Finchley – Church End	FME	Portable Office at Hendon Cemetery	No Change
27	West Finchley	FNA	Carey Room Trinity Church Centre	No Change
28	West Finchley	FNB	Essex Hall	Move to St Paul's Centre
29	West Finchley	FND	Gordon Hall	Move to Essex Hall

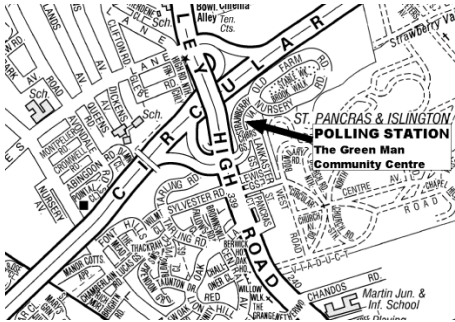
Review Commentaries:

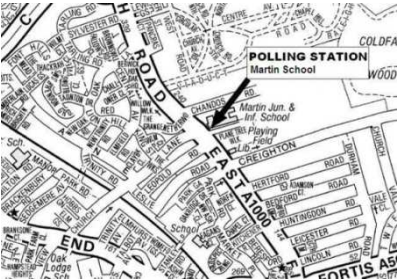
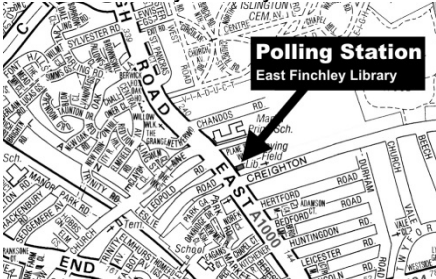
PD	No.(s)	Polling Place	Review commentary
FHA	55, 56	North Finchley Library Ravensdale Avenue, N12 9HP	This polling station is ideally located within its polling district and is a well-known public building.
			<p>There are disabled parking bays available at the front of the building, but otherwise parking is limited (many electors use the parking in the supermarket opposite). Public transport links however are excellent.</p> <p>The station does have a number of steps to its entrance but a permanent ramp is also provided.</p> <p>Facilities at the polling place for electors and polling staff are very good.</p>
RO's proposal:		No change. The location is well known by electors and the site is highly suited for use as a polling station.	
Representations:		None received.	

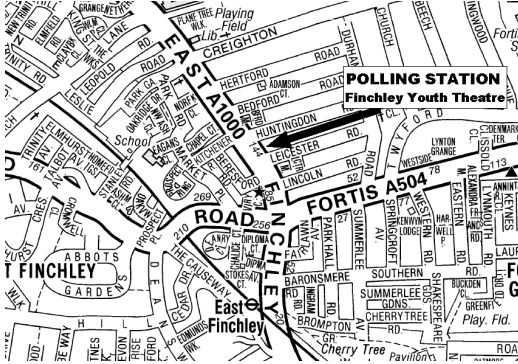
PD	No.(s)	Polling Place	
FHB	57, 58	<i>Formerly:</i> Woodhouse College Woodhouse Road, Finchley N12 9EY	<i>Proposed:</i> Finchley Scout Hall 104 Grove Road, Finchley N12 9EA
		<p>Woodhouse College:</p> 	<p>Finchley Scout Hall:</p> 
Review commentary		<p>In January 2014, Woodhouse College instructed the Elections Office that they would no longer allow polling to take place on their site.</p>	
		<p>The Returning Officer's legal right to use schools for polling does not extend to Sixth Form colleges. Following approval by the committee for the RO to use alternate premises in March 2014, the Scout Hall at 104 Grove Road, Finchley N12 9EA was identified and used for the May 2014 Local and European elections.</p>	
RO's proposal:		<p>The site is well located within the polling district and is close to good transport links. The parking is reasonably limited nearby, although disabled voters can park on-site during polling day.</p>	
		<p>Access to the building is level and the facilities for electors and polling staff are very good.</p>	
Representations:		<p>Permanent change of location to Finchley Scout Hall. For the Local & European elections in May 2014, the polling place for this polling district was moved to the Finchley Scout Hall, which proved to be highly suited as a polling place.</p>	
		<p>None received.</p>	

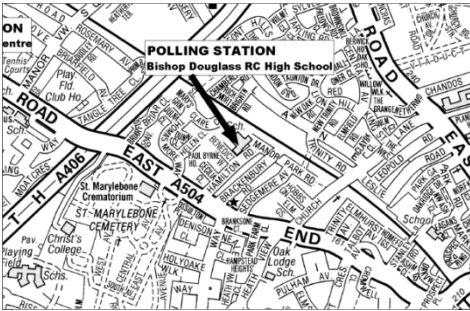
PD	No.(s)	Polling Place	Review commentary
FHC	59, 60	Summerside School Crossway, Finchley N12 0QU	<p>This polling place is located to the northern end of its polling district, but this is appropriate as this is where the vast majority of the district's electors reside.</p> <p>The polling place is a well-known school and is close to good transport links. There is parking available on the street and on-site for disabled voters on polling days.</p> <p>There are steps to the entrance of the polling stations, but a purpose built ramp is also available.</p> <p>The facilities for electors and polling staff are very good.</p>
			
RO's proposal:		No change.	The location is well known by electors and the site is highly suited for use as a polling station.
Representations:		None received.	

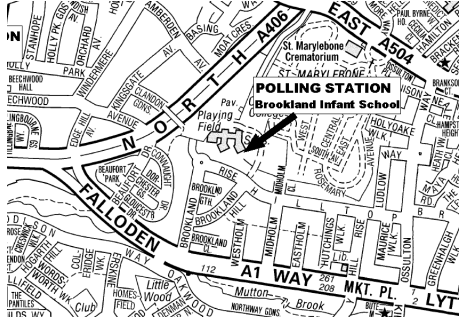
PD	No.(s)	Polling Place	Review commentary
FHD	61, 62	Our Lady of Lourdes Primary School Bow Lane, Finchley N12 0JP	<p>This polling place is well situated within its polling district and is a well-known location.</p> <p>Good transport links are available nearby and there is reasonable parking availability on the street. There is also disabled parking available on site for polling days.</p> <p>The entrance to the polling stations is level throughout and the facilities for electors and polling staff are very good.</p>
			
RO's proposal:		No change.	The location is well known by electors and the site is highly suited for use as a polling station.
Representations:		None received.	

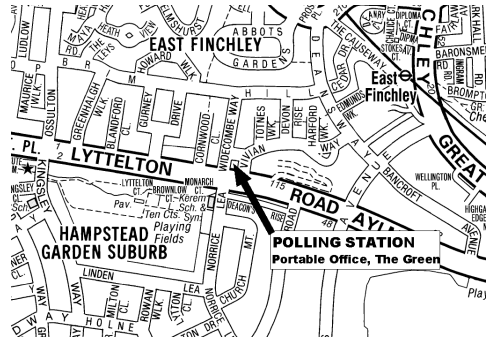
PD	No.(s)	Polling Place	Review commentary
FIA	63, 64	The Green Man Community Centre Strawberry Vale Estate, Finchley N2 9BA	<p>This polling place is well positioned within its polling district and is served by good transport links nearby.</p> <p>There is also good parking availability immediately outside the station which is also suitable for disabled electors that drive.</p> <p>The entrance to the polling stations is level throughout and access for electors is very good.</p> <p>The facilities for electors and polling staff are excellent.</p>
			
RO's proposal:		No change. The location is highly suited for use as a polling station and is well known by electors.	
Representations:		Labour Group: <i>"There is concern about the size of the FIA polling district and ensuring equitable access for all voters."</i>	

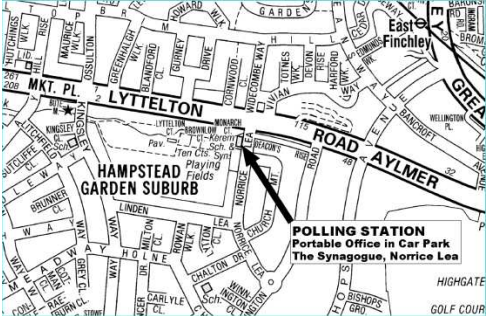
PD	No.(s)	Polling Place	
FIB	65	<i>Formerly:</i> Martin School Plane Tree Walk, High Road East Finchley N2 9JP	<i>Proposed:</i> East Barnet Library 226 High Road, East Finchley N2 9BB
		Martin School: 	East Finchley Library: 
Review commentary	<p>For a number of years, Martin School has made requests to the Returning Officer that polling no longer take place on their premises. The school is rapidly expanding and always endeavours to remain open if polling day falls on a school day. The polling station's location within the school has been moved at each of the last three elections, as different options have been tried to enable the school to remain open (with children sufficiently safeguarded) whilst giving good accessibility to electors.</p> <p>The school have put forward a number of possible alternate locations to be assessed which are nearby and within the polling district.</p>		
	<p>Of the options put forward, East Finchley Library has been assessed as being a suitable polling place. The location is very well known and is extremely close to Martin School, so will easily be found by all electors.</p>		
	<p>The location of the library within the polling district is ideal and transport links are excellent. There are parking facilities for disabled voters immediately outside the entrance to the library and a purpose built ramp ensures excellent access to the polling station.</p>		
RO's proposal:	<p>Permanent change of location to East Finchley Library. The location is well suited for use as a polling station and offers improved access and facilities for electors.</p>		
Representations:	<p>Chair of Governors, Martin School: <i>"Governors and senior leaders of the school feel strongly that there are sufficiently adequate if not strong alternative venues within this ward and that we have done our duty in providing a polling venue for a long time. The East Finchley library, for example, is situated next door to the school whilst there are two churches with the requisite facilities within metres of the library...</i></p> <p><i>...Closing either part of or the whole school for the purposes of elections causes widespread disruption"</i></p>		

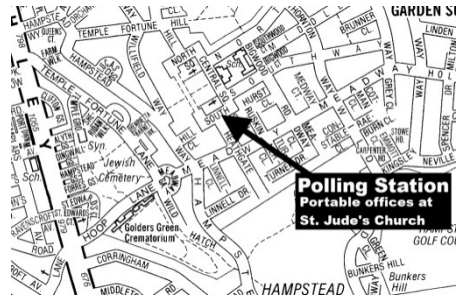
PD	No.(s)	Polling Place	Review commentary
FIC	66, 67	Finchley Youth Theatre 142 High Road East Finchley N2 9ED	<p>This polling place is well situated within its polling district and offers good transport links. Parking is available on the High Road immediately in front of the location and access to the building is good and includes a purpose built ramp to one side of the entrance.</p> <p>The building is well known by electors as various Council services and activities are offered at the site, as well as having been used for polling for many years.</p> <p>Inside the polling place, the space is suitable for two polling stations and facilities for electors and polling staff are acceptable.</p>
 <p>A detailed street map of the Finchley Youth Theatre area. The map shows High Road East running horizontally, with Finchley Road and other streets branching off. A black arrow points to the location of the 'Finchley Youth Theatre' on High Road East. Other landmarks like 'Finchley Station' and 'Fortis A504' are also visible.</p>			
RO's proposal:		No change.	The location is well known by electors and the site is suited for use as a double polling station.
Representations:		None received.	

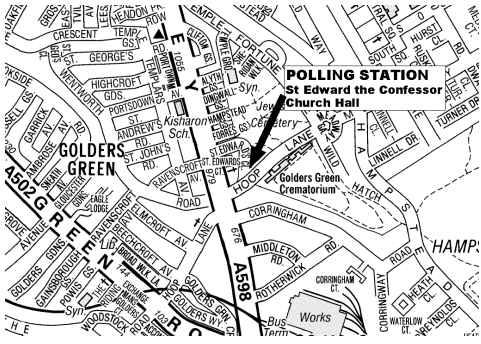
PD	No.(s)	Polling Place	Review commentary
FID	68, 69	Bishop Douglas RC High School Hamilton Road East Finchley N2 0SQ	<p>This polling place is well known, due to it being a popular secondary school and it is easily accessed by all electors within its polling district.</p> <p>There are good nearby transport links and parking is available in nearby streets.</p> <p>Two classrooms slightly separate from the main school building are used as polling stations and offer level access to their entrances.</p> <p>Facilities for electors and polling staff are good.</p>
 <p>A detailed street map of the Bishop Douglas RC High School area. The map shows Hamilton Road East running horizontally, with Finchley Road and other streets branching off. A black arrow points to the location of 'Bishop Douglas RC High School' on Hamilton Road East. Other landmarks like 'St. Marylebone' and 'Christ's College' are also visible.</p>			
RO's proposal:		No change.	This is a good, suitable location within the district for polling.
Representations:		None received.	

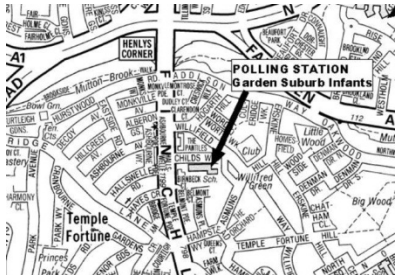
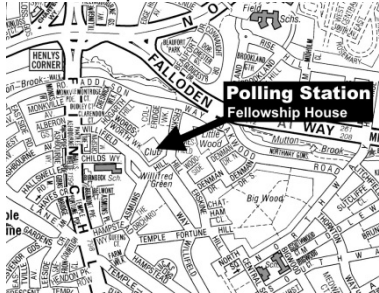
PD	No.(s)	Polling Place	Review commentary
FJA	70	Brookland Infants School Hill Top, Hampstead Garden Suburb NW11 6EJ	<p>The polling district served by this polling place has boundaries that are difficult to move due to two very busy roads and the ward boundary it shares with East Finchley Ward. However, this polling place is a very well-known location due to its being a primary school within the district.</p> <p>There are reasonable transport links nearby and parking is available on the local streets.</p> <p>There is a reasonably long pathway to the entrance of the station, but it is in excellent condition, is level throughout and has low level lighting along it.</p> <p>Facilities are good for both electors and polling staff.</p>
			
RO's proposal:		No change.	No suitable alternative polling place location has been found within the polling district.
Representations:		None received (although following the Local and European elections in May 2014, there was a complaint received from a parent at the school about the use of the school for polling).	

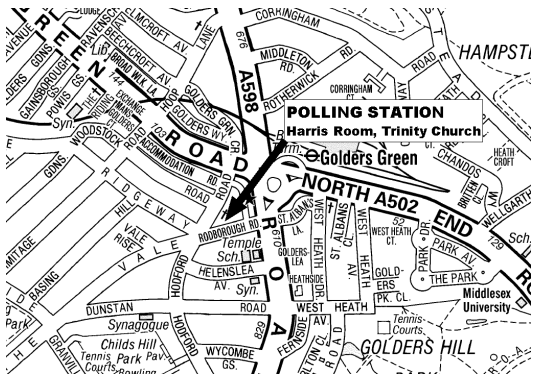
PD	No.(s)	Polling Place	Review commentary
FJB	71	Portable Office The Green at Widecombe Way/Vivian Way N2	<p>The polling district served by this polling station is defined by; the Borough boundary, a shared boundary with East Finchley Ward and the very busy road (A1) that runs along it.</p> <p>Unfortunately no suitable permanent building has been identified within the district for use as a polling place. A portable office has therefore been used for polling at the same site for many previous elections and electors will have good knowledge of its location.</p> <p>Transport options are good and there is parking available on the local streets.</p> <p>A temporary ramp is used to improve access into the polling station.</p> <p>Facilities for electors and polling staff are limited.</p>
			
RO's proposal:		No change.	A more suitable polling location has not been identified within the polling district.
Representations:		None received.	

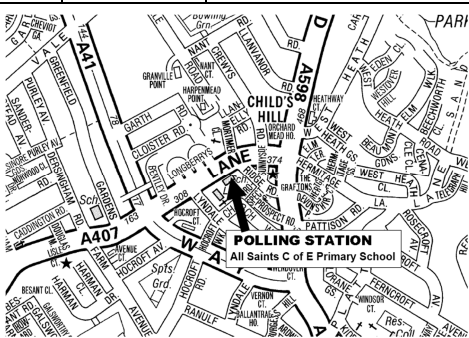
PD	No.(s)	Polling Place	Review commentary
FJC	72	Portable Office Car Park of the Synagogue, Norrice Lea, Garden Suburb, N2 0RE	<p>This polling place is on the northern border of the polling district, but is well situated for the majority of the electors it serves. Unfortunately no suitable permanent building has been identified within the district for use as a polling place. A portable office has therefore been used for polling at the same site for many previous elections and electors will have good knowledge of its location.</p> <p>Transport options are good and there is parking available on the local streets.</p> <p>A temporary ramp is used to improve access into the polling station. Facilities for electors and polling staff are limited.</p>
			
RO's proposal:		No change.	A more suitable polling location has not been identified within the polling district.
Representations:		None received.	

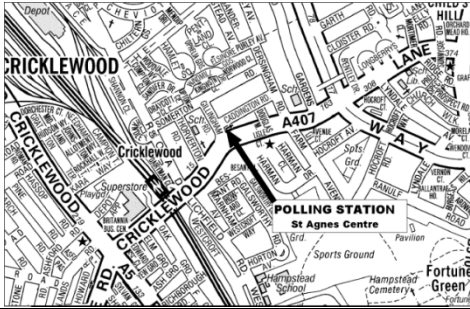
PD	No.(s)	Polling Place	Review commentary
FJD	73, 74	St Jude's Church Hall South Square, London NW11 7AH	<p>This polling place is well situated within its polling district and is easy to locate.</p> <p>The polling stations have been positioned in the church hall for many previous elections, but had to be placed inside two portable offices at the Local and European elections in May 2014 due to building work that was taking place.</p> <p>There are reasonable transport links to the polling location and parking is available nearby. Access to the church hall is via a sloping but level path and facilities for electors and polling staff are good.</p>
			
RO's proposal:		No change.	The polling place location is well known by electors and is suitable for polling. It is anticipated that the church hall will once again be available for forthcoming elections.
Representations:		None received.	

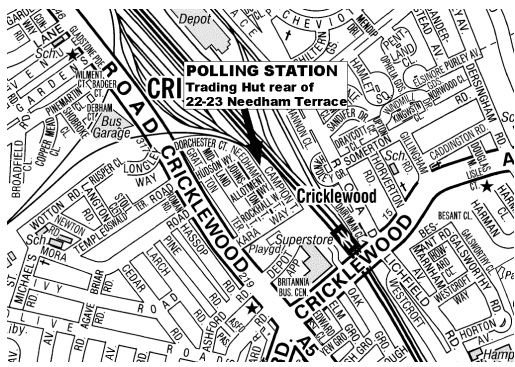
PD	No.(s)	Polling Place	Review commentary
FJE	75, 76	St Edward the Confessor Church Hall Hoop Lane, Golders Green NW11 7NH	<p>This polling place is well located within its district and is easy to identify.</p> <p>There are excellent transport links and there is parking available on nearby streets.</p> <p>The hall used to house the polling stations is very large, but at the last elections was partly closed off by a sliding wall. This will need to be monitored at future elections to ensure it is not in any way a barrier to access or polling.</p> <p>The entrance to the polling stations is level and the facilities for electors and polling staff are good.</p>
			
RO's proposal:		No change. This is a suitable and accessible location for polling within this district.	
Representations:		None received.	

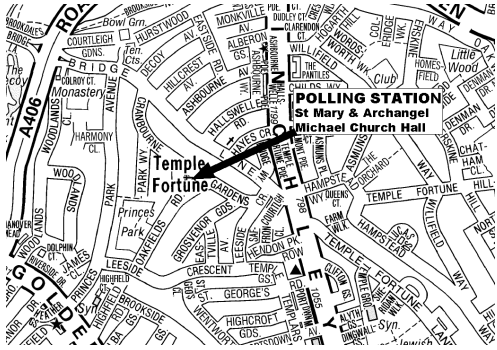
PD	No.(s)	Polling Place	
FJF	77	<p><i>Currently:</i> Garden Suburb Infants School Childs Way, Golders Green NW11 6XU</p>	<p><i>Proposed:</i> Fellowship House 136A Willifield Way Golders Green, NW11</p>
		<p>Garden Suburb Infants School:</p> 	<p>Fellowship House:</p> 
<p>Review commentary</p>		<p>Following the elections in May 2014, there were complaints made to the Elections Office (from the Chair of Governors and two parents) regarding the use of Garden Suburb Infants School for polling.</p> <p>The complainants suggested that Fellowship House in Willifield Way should be used for polling and if so, this would mean that the school could remain open on polling days.</p> <p>Upon review, the facilities and location of Fellowship House were found to be highly suitable and it is considered that electors (and local residents) would be better served if the polling place were moved here from the school.</p> <p>As the location is so close to the school, it benefits from the same transport links which are very good. Parking is available outside the site and would enable disabled electors to be closer to the polling station than at the school.</p> <p>Access into the building is level and the facilities for electors and polling staff are very good.</p>	
		<p>Permanent change of location to Fellowship House. The location is currently undergoing a refurbishment, but this work is due to be completed before the end of January 2015. The location will offer excellent facilities for voting.</p>	
		<p>RO's proposal:</p>	
		<p>Representations:</p>	
		<p>None received.</p>	

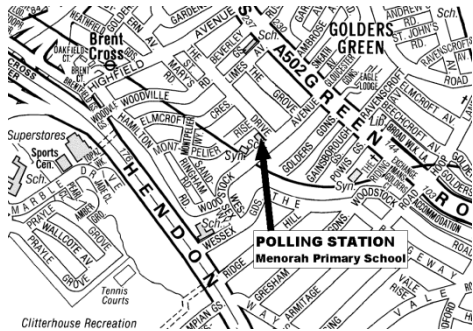
PD	No.(s)	Polling Place	Review commentary
FKA	78, 79	Harris Room - Trinity Church Rodborough Road, Childs Hill NW11 8NH	<p>This polling place is well positioned within its polling district. There are excellent transport links and parking is available in surrounding streets.</p> <p>The entrance to the polling stations is level, although doorways are fairly narrow and wheelchair users could find access a little difficult.</p> <p>The hall in which the stations are located is satisfactory, but could not accommodate a third station. There are other rooms available at the polling place, but these would require temporary ramps to be installed to enable good access.</p> <p>Facilities for electors and polling staff are otherwise good.</p>
			
RO's proposal:		No change. Polling place is suitable and no superior alternative has been identified.	
Representations:		None received.	

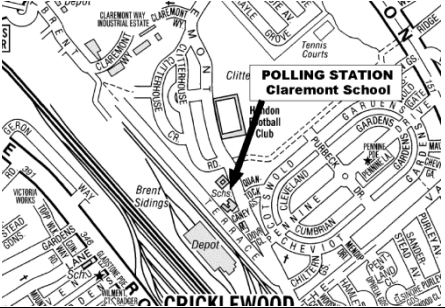
PD	No.(s)	Polling Place	Review commentary
FKB	80, 81	All Saints Church of England School Cricklewood Lane, London NW2 2TH	<p>This polling place is well located for the electors within the district and is a well-known local school.</p> <p>There are good transport links and disabled parking is available on site on polling days.</p> <p>Access to the stations is across the school playground but is even throughout and step free access is available.</p> <p>Facilities for electors and polling staff are very good.</p>
			
RO's proposal:		No change. The location is well suited for use as a polling place.	
Representations:		None received.	

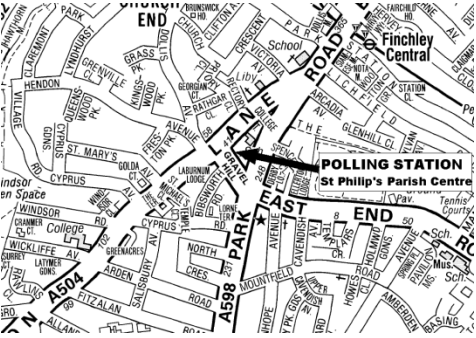
PD	No.(s)	Polling Place	Review commentary
FKC	82, 83, 84	St Agnes Centre corner of Gillingham Road and Cricklewood Lane Cricklewood NW2 1HR	This polling place is ideally located within its polling district and benefits from excellent transport links and significant on-site parking availability. Access to the polling stations is level throughout and the three stations are comfortably accommodated. The facilities provided at this venue are very good for both electors and polling staff.
			
RO's proposal:		No change. Location is well suited for polling station use.	
Representations:		None received.	

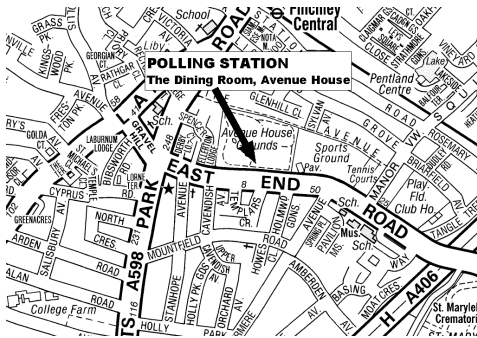
PD	No.(s)	Polling Place	Review commentary
FKD	85	Trading Hut Rear of 22-23 Needham Terrace, Cricklewood NW2 6QL	This popular polling place is specifically located to serve its very small and uniquely situated polling district which is defined by the Borough's border on two sides and railway lines on the others. All of the electors that the polling place serves reside very nearby and can therefore access the station quite easily. There is one small step at the entrance of the station and temporary amenities have to be provided for polling staff, but no other venue exists within the district to accommodate polling.
			
RO's proposal:		No change. The polling station is popular with the electors it serves and offers the most practicable facilities within the circumstances.	
Representations:		None received.	

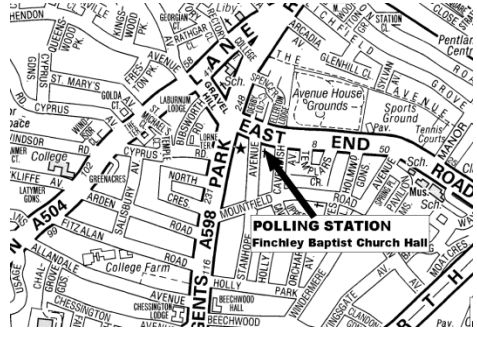
PD	No.(s)	Polling Place	Review commentary
FLA	86, 87, 88	St Mary & Archangel Mikail Coptic Orthodox Church Hall Cranbourne Gardens Golders Green NW11 0HU	<p>This polling place is centrally located within its polling district and has good transport links nearby. Parking is available on the surrounding streets.</p> <p>The access to the stations is level although the doorway and hallway to the hall that is used is a little tight for space.</p> <p>The hall that has been used for recent elections is just large enough for three stations, but it would be advisable to find a way in which access into the larger main hall can be improved (specifically for disabled or elderly electors) so tht this can be used instead.</p> <p>The facilities offered by the polling place are acceptable and no alternate polling locations have been found in the district.</p>
			
RO's proposal:		No change.	
Representations:		None received.	
		<p>The polling place offers reasonable facilities for polling that are the most practicable identified within the polling district.</p>	

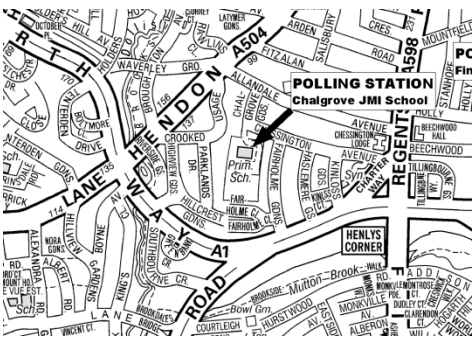
PD	No.(s)	Polling Place	Review commentary
FLB	89, 90	Menorah Primary School 1-3 The Drive, Golders Green NW11 9SP	<p>This polling place is located close to a border of its polling district, but as a primary school the location is well-known. The polling district is geographically compact so the polling place is well positioned to serve all electors within the district.</p> <p>There are excellent transport links and parking is available on the surrounding streets.</p> <p>A modern, purpose built ramp provides excellent access to the two stations and the facilities available for electors and polling staff are very good.</p>
			
RO's proposal:		No change.	
Representations:		None received.	
		<p>This polling place offers excellent facilities for electors and is well positioned within its polling district.</p>	

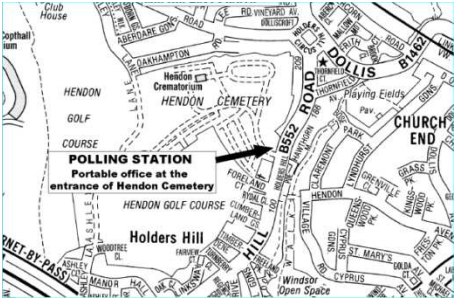
PD	No.(s)	Polling Place	Review commentary
FLC	91, 92	Claremont Primary School Claremont Road, Cricklewood NW2 1AB	This polling place is a well-known location due to being a primary school. It well situated within its polling district and is located close to the majority of its electors. There are very good transport links and parking is available on the nearby roads. Access to the polling stations is level and the facilities for electors and polling station staff are very good.
			
RO's proposal:		No change.	This is a well-known location that is highly suited for use as a polling place.
Representations:		None received.	

PD	No.(s)	Polling Place	Review commentary
FMA	93, 94	St Philip The Apostle Parish Centre Gravel Hill Finchley N3 3RJ	This polling place is situated to one end of its polling district but is a well-known and easy to find location. There are excellent transport links and parking is available close to the polling stations. The hall used for polling has a gentle slope leading towards to the entrance, but access is level and in good condition. The polling place offers good facilities for electors and polling staff.
			
RO's proposal:		No change.	The polling place offers good facilities for electors and is a well-known location.
Representations:		None received.	

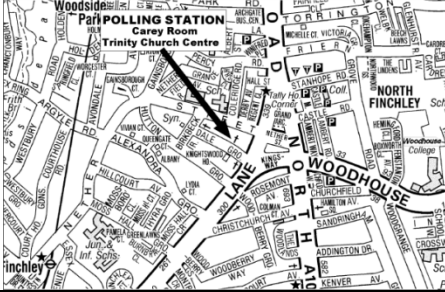
PD	No.(s)	Polling Place	Review commentary
FMB	95	The Dining Room Avenue House East End Road Finchley N3 3QE	This polling place is a well-known location and is easy to find.
			<p>There are excellent transport links nearby and disabled parking is available outside the polling station.</p> <p>There are a number of steps up to the front entrance of the polling station, but step-free disabled access is available via a level footpath from the back of building. The Presiding Officer needs to ensure that this disabled entrance is well signposted.</p> <p>Facilities for electors and polling staff are very good.</p>
RO's proposal:		No change.	
Representations:		None received.	

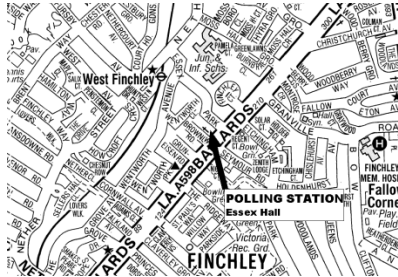
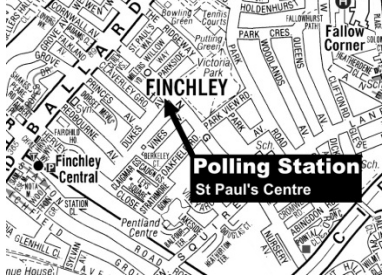
PD	No.(s)	Polling place	Review commentary
FMC	96, 97	Finchley Baptist Church Hall Stanhope Avenue Finchley N3 3QL	This polling place is located to one end of the polling district, but is easy to find and is served by good transport links.
			<p>There is disabled parking available immediately outside the polling stations and general parking in nearby streets.</p> <p>Access to the polling stations is level throughout although the hallway leading to the hall is narrow and needs to be kept clear throughout polling day.</p> <p>Facilities are good for electors and staff.</p>
RO's proposal:		No change.	
Representations:		None received.	

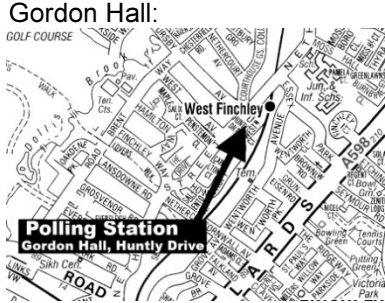
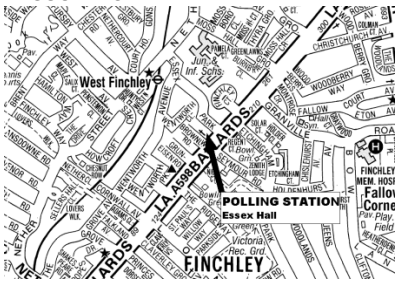
PD	No.(s)	Polling Place	Review commentary
FMD	98, 99	Chalgrove JMI School Chalgrove Gardens, Finchley N3 3PL	This polling place is centrally situated within its polling district and is a well-known location.
			<p>There are good transport options nearby and disabled parking is available on site for polling days.</p> <p>It is necessary to walk around the building to enter the polling stations, but access is good as this route avoids the use of steps.</p> <p>Facilities for electors and polling staff are excellent.</p>
RO's proposal:		No change. A well located polling place that offers excellent facilities.	
Representations:		None received.	

PD	No.(s)	Polling Station	Review commentary
FME	100	Portable Office at Hendon Cemetery, Holders Hill Road Hendon NW4	This polling district is defined by the border of the Constituency (and Ward) in which it sits along one side and the Dollis Valley Greenwalk (which is only crossed by road at the far north and south) along the other.
			<p>The use of a portable office is less than ideal but is considered the most practicable arrangement for polling in the circumstances.</p> <p>A portable office has been used at this location for polling for many elections and the location is easy to find.</p>
RO's proposal:		No change. No alternative polling places have been identified in the polling district (the only possible alternative would appear to be removing this PD altogether and splitting its electors between FMA and FMD)	
Representations:		None received	

PD	No.(s)	Polling Station	Review commentary
FNA	101,102	Trinity Church Centre Carey Room 15 Nether Street Finchley N12 7NN	<p>This polling place is situated centrally within its polling district and is a well-known location used by many local groups.</p> <p>There are very good transport links available nearby and there is disabled parking immediately outside the stations.</p> <p>The facilities offered for electors and polling staff are excellent.</p>
RO's proposal:		No change. A well-positioned location offering very good polling facilities.	
Representations:		Labour Group: <i>"West Finchley only has three polling districts and two are very large – FNB and FND. The ward really needs an additional polling district."</i>	



PD	No.(s)	Polling Place	
FNB	103, 104, 105	<i>Currently:</i> Essex Hall 5 Essex Park London N3 1ND	<i>Proposed:</i> St Paul's Centre, Long Lane/Dukes Ave, London N3 2PU
<p>Essex Hall:</p> 		<p>St Paul's Centre:</p> 	
<p>Review commentary</p>	<p>Following the representations received on the polling districts within West Finchley Ward and a complaint from an elector prior about the polling place at Gordon Hall in Huntly Drive, it is considered that moving the border between FNB and FND to follow Ballards Lane instead of the railway lines would be beneficial to a large majority of affected electors.</p>		
	<p>Whilst the polling place at Essex Hall is highly suitable, it is poorly positioned within its polling district. Moving the polling place for the slightly smaller FNB district to St Paul's Centre on the corner of Long Lane and Dukes Avenue would make the polling place very central to its polling district.</p>		
	<p>The polling place for FND could then reasonably be moved from Gordon Hall, Huntly Drive to Essex Hall in Essex Park. Whilst this would mean some electors have slightly further to travel to their polling station, it would mean that they benefit from better transport links, slightly better parking availability (particularly for disabled electors) and a far more accessible building for disabled and elderly electors.</p>		
<p>RO's proposal:</p>	<p>Permanent change of polling district border (see Appendix D) and change of polling place to St Paul's Centre. This arrangement offers a more local and accessible polling station to the majority of electors in FNB polling district.</p>		
<p>Representations:</p>	<p>Labour Group: "West Finchley only has three polling districts and two are very large – FNB and FND. The ward really needs an additional polling district."</p>		

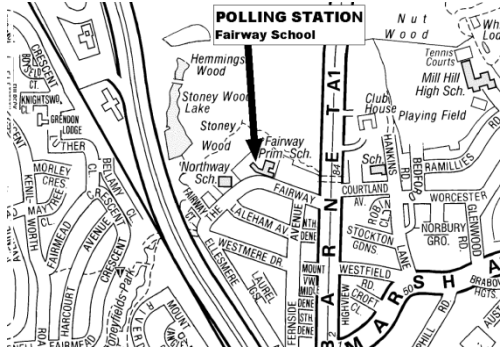
PD	No.(s)	Polling Place	
FND	106, 107	<i>Currently:</i> Gordon Hall Huntly Drive London N3 1NU	<i>Proposed:</i> Essex Hall 5 Essex Park, London N3 1ND
		Gordon Hall: 	Essex Hall: 
Review commentary		<p>Following the representations received on the polling districts within West Finchley Ward and a complaint from an elector prior about the polling place at Gordon Hall in Huntly Drive, it is considered that moving the border between FNB and FND to follow Ballards Lane instead of the railway lines would be beneficial to a large majority of affected electors.</p> <p>The location at Gordon Hall, Huntly Drive is well-known as it is used by various groups locally, but it is on a very narrow cul-de-sac that could make it a little difficult to find for new electors. Good directional signage must be used from Nether Street on polling days. There are excellent public transport links nearby, but parking availability is very limited. In addition the pavements immediately approaching the polling place are quite uneven in some areas.</p> <p>Access to the polling stations is via several small sets of stairs (including one inside the building), and although there is a long purpose built ramp for disabled access to one side of the building it is uneven in patches and is steep for the final section.</p>	
RO's proposal:		<p>Permanent change of polling district border (see Appendix D) and change polling place to Essex Hall. This arrangement offers a far more accessible polling station to the electors in FND polling district.</p>	
Representations:		<p>Labour Group: <i>"West Finchley only has three polling districts and two are very large – FNB and FND. The ward really needs an additional polling district."</i></p>	

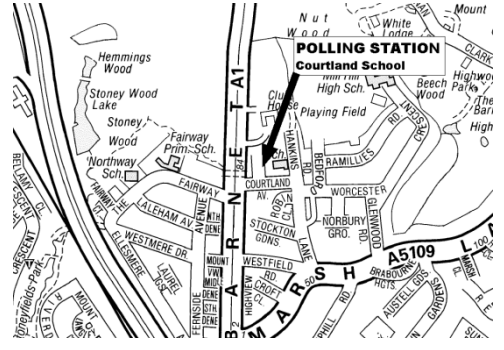
Appendix C

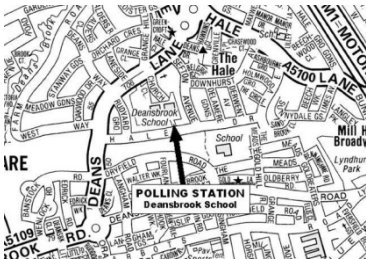
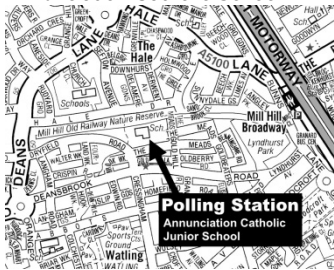
Hendon Parliamentary Constituency **Polling Places Proposals Overview:**

	Ward	Polling District	Current Polling Place	Proposal
1	Hale	HOA	Fairway Primary School	No Change
2	Hale	HOB	Courtland JMI School	No Change
3	Hale	HOC	Deansbrook School	Move one station (or poss. two) to new PD (HOF)
4	Hale	HOD	Portable – Harvester Car Park	No Change
5	Hale	HOE	The Royal British Legion	No Change
6	Hale	HOF	<i>None</i>	Create Polling Place at Annunciation Catholic School
7	Mill Hill	HPA	Etz Chaim Jewish School	No Change
8	Mill Hill	HPB	St Paul's Church Hall	No Change
9	Mill Hill	HPC	Portable Offices Waitrose Car Park	Move to: Portable Offices - Bittacy Road
10	Mill Hill	HPD	Dollis Infants School	No Change
11	Mill Hill	HPE	Mill Hill Library	No Change
12	Hendon	HQA	Sunnyfields School	No Change
13	Hendon	HQB	Hendon Library	Move to: St Mary and St John CE School
14	Hendon	HQC	Bell Lane School	No Change
15	Hendon	HQD	Hendon School	No Change
16	West Hendon	HRA	Barnet Multi-Cultural Centre	No Change
17	West Hendon	HRB	Hasmonean Primary School	No Change
18	West Hendon	HRC	Parkfield Primary School	No Change
19	West Hendon	HRD	West Hendon Community Centre	No Change
20	West Hendon	HRE	The Hyde school	No Change
21	Colindale	HSA	St Augustine's Church Hall	No Change
22	Colindale	HSB	Grahame Park Community Centre	Move one station to new PD (HSD)
23	Colindale	HSD	<i>None</i>	Create Polling Place at Estate Management Suite
24	Colindale	HSC	The Hyde United Reform Church Hall	No Change
25	Burnt Oak	HTA	Trinity Watling Church Hall	No Change
26	Burnt Oak	HTB	Our Lady of the Annunciation Church Hall	No Change
27	Burnt Oak	HTC	Barnfield School	Move to: St Alphage Church Hall
28	Burnt Oak	HTD	Watling Community Association	No Change
29	Edgware	HUA	Broadfields Infant School	No Change
30	Edgware	HUB	Edgware Parish Hall	Move to Edgware Library
31	Edgware	HUC	St Peter's Church Hall	No Change

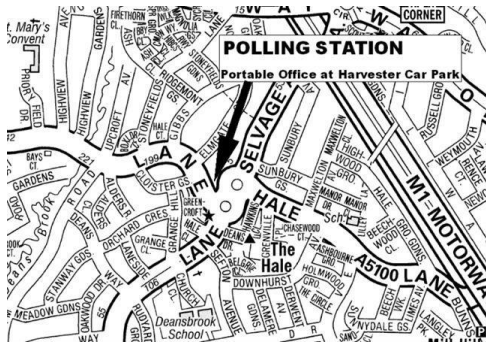
Review Commentaries:

PD	No.(s)	Polling Place	Review commentary
HOA	108	Fairway Primary School The Fairway, Mill Hill, NW7 3HS	This polling place is well located within its polling district and is a location that will be known to all of its electors.
			<p>There are good transport links and parking is available on the road outside the location. There is disabled parking on-site, although the route from this parking to the entrance is a little longer than would be preferred.</p> <p>Facilities for electors and polling staff are very good.</p>
RO's proposal:		No change.	This polling place serves the electors within the district well.
Representations:		None received.	

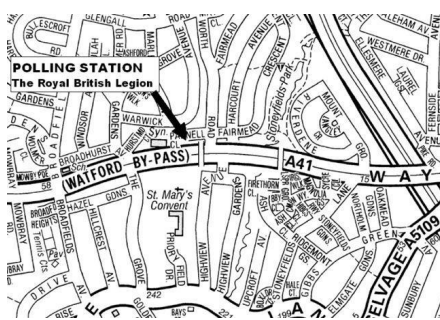
PD	No.(s)	Polling Place	Review commentary
HOB	109	Courtland JMI School Courtland Avenue Mill Hill NW7 3BG	This polling place is necessarily located to the south of its polling district and is close to the vast majority of its electors.
			<p>Transport links are good and there is parking available immediately outside the building.</p> <p>The entrance to the polling station has steps, but a modern purpose built ramp is also provided.</p> <p>Facilities for polling staff are good.</p>
RO's proposal:		No change.	This polling place serves the electors within the district well.
Representations:		None received.	

PD	No.(s)	Polling Place	
HOC	110, 111, 112	<i>Currently:</i> Deansbrook School Hale Drive, Edgware, NW7 3ED	<i>Proposed additional:</i> Annunciation Catholic School The Meads, Edgware HA8 9HQ
Deansbrook School: 		Annunciation Catholic School: 	
Review commentary		<p>This polling place is at Deansbrook School is located centrally within its polling district and is a well-known local school. There is however a natural barrier across part of the polling district due to parkland and a nature reserve, so some electors have a longer route than is initially apparent if walking to and from their station.</p>	
		<p>There are good transport links and some parking is available on nearby roads (although there are CPZs). Accessibility at the location is good, although the hall that is used for polling is a tight fit for three polling stations and the number of electors within the district is too many to reduce it to just two stations.</p>	
		<p>Following the suggestion of an elector, a review was made of the Annunciation Catholic School, The Meads, Edgware, HA8 9HQ</p>	
RO's proposal:		<p>This location was assessed as being a suitable polling location, with good transport links, parking and facilities. It is therefore considered that it would be beneficial to a substantial number of electors residing in the south and south-east of the polling district, if the polling district was split into two (approx. from Deans Lane, following the line of the centre of the nature reserve to Bunns Lane) and that this location be used as an additional polling place.</p>	
		<p>Facilities for electors are very good at both locations.</p> <p>Permanent split of polling district (see Appendix D) and place new polling place at Annunciation Catholic School.</p> <p>Both polling places offer good facilities and the additional polling place will benefit a substantial number of electors.</p>	
Representations:		<p>Labour Group: <i>"The size of the HOC polling district means that some residents are a significant distance from the polling station, risking the potential disenfranchisement of the community at the southern end of the PD in particular."</i></p>	

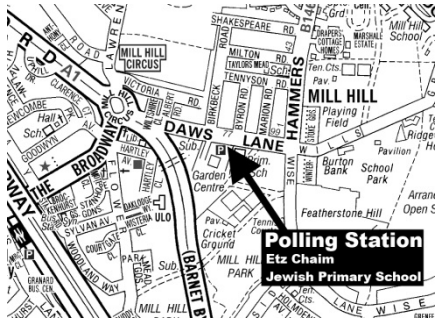
PD	No.(s)	Polling Place	Review commentary
HOD	113,114	Portable Office at Harvester Car Park Selvage Lane Edgware HA8 9RZ	<p>This polling district is defined by its borders along busy roads and the border it shares with Mill Hill Ward. The polling station is not particularly central but, due to the shape of the district, is not too far from any of its electors.</p> <p>There are good transport links and parking is available in the car-park that houses the portable offices used for polling.</p> <p>Access to the portable offices requires temporary ramps to be installed and the stations are internally very small.</p> <p>Unfortunately no better polling place has been identified within the polling district.</p>
RO's proposal:		No change.	
Representations:		Whilst not ideal, this polling place is the most practicable available in the circumstances.	
		None received.	



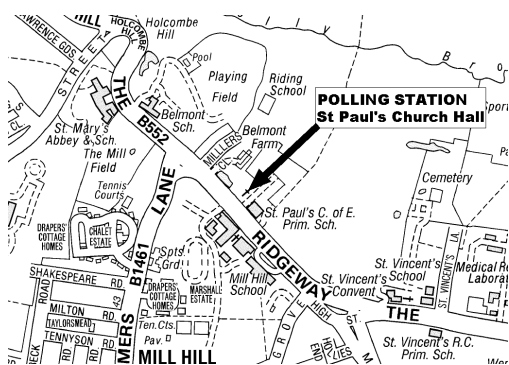
PD	No.(s)	Polling place	Review commentary
HOE	115	The Royal British Legion New Edgware Branch Parnall Close HA8 8YE	<p>This polling place is located on the south of its geographically small polling district, but is close to all of its electors and is a well-known location.</p> <p>There are good transport options nearby and parking (including disabled parking) is available immediately outside the building.</p> <p>Access to the polling station is level and the facilities offered for electors and polling staff are excellent</p>
RO's proposal:		No change.	
Representations:		This polling place is accessible and well suited as a polling station.	
		None received.	

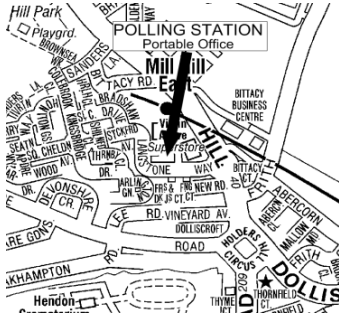
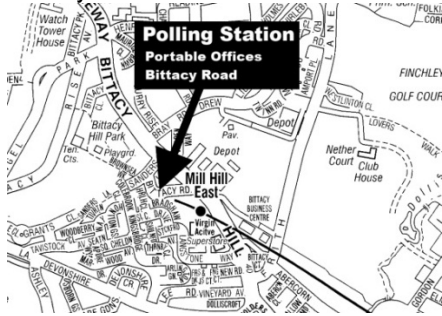


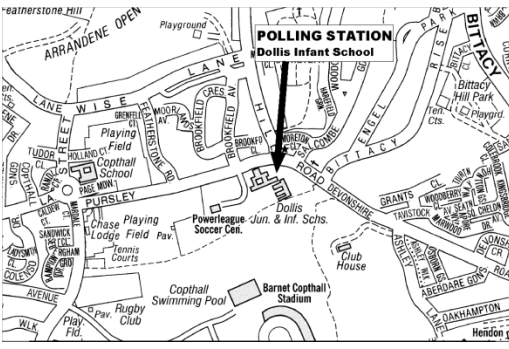
PD	No.(s)	Polling place	Review commentary
HPA	116,117	Etz Chaim Jewish School 20 Daws Lane, Mill Hill NW7 4SL	<p>This polling place is well positioned within its polling district to offer good access to its electors. The location is well known and is easy to find.</p> <p>There are very good transport links and a large car park is situated next to the polling place.</p> <p>Access to the classrooms used as polling stations is level and the facilities offered to electors and polling staff at this location are very good.</p>
RO's proposal:		No change.	This polling place is well suited to polling requirements.
Representations:		None received.	

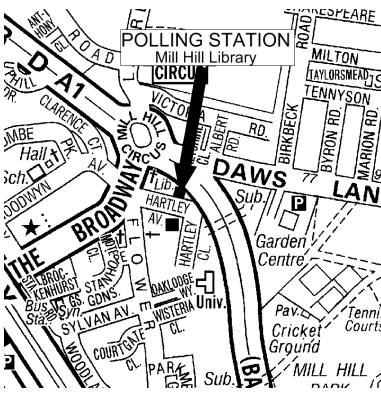


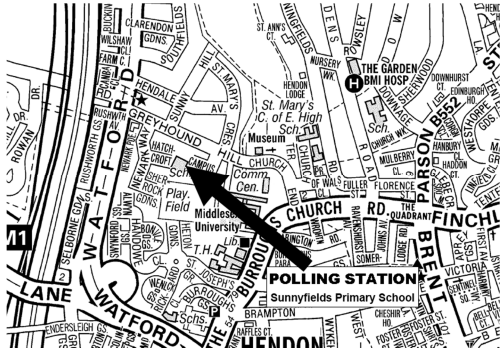
PD	No.(s)	Polling place	Review commentary
HPB	118	St Paul's Church Hall The Ridgeway Mill Hill NW7 1QU	<p>This polling place serves a large polling district which has a relatively small number of electors. It is well located within the district for the electors.</p> <p>There are good transport links and some parking is available on the road outside the polling station.</p> <p>There are three steps up to the entrance of the station but there is disabled access via a ramp to one side of the building.</p> <p>The facilities for electors and polling staff are good.</p>
RO's proposal:		No change.	This is a well located polling place with good facilities.
Representations:		None received.	

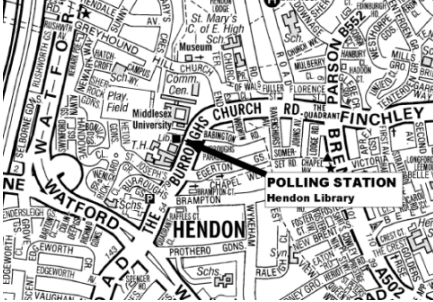
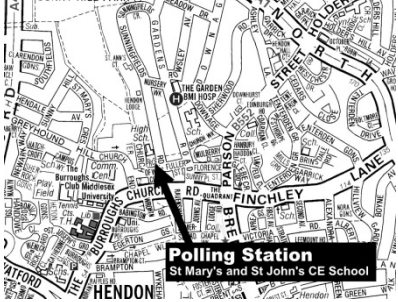


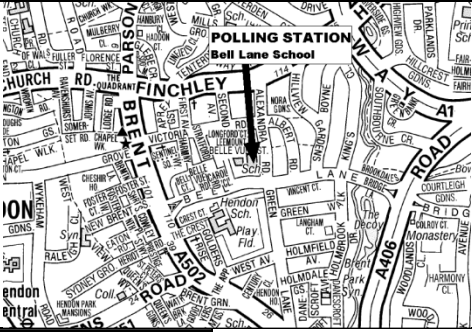
PD	No.(s)	Polling Place	
HPC	119,120	<i>Formerly:</i> Portable Offices Waitrose Car Park,	<i>Proposed:</i> Portable Offices Bittacy Road,
		<p>Waitrose Car Park:</p> 	<p>Bittacy Road:</p> 
<p>Review commentary</p>	<p>In January 2014, Waitrose Supermarket in Langstone Way, Mill Hill advised the Returning Officer that they would no longer allow portable offices to be placed in their car park for use as polling stations.</p> <p>The Returning Officer has no legal power to require the use of a location that is not owned or funded by the local authority.</p> <p>Following approval by the General Functions Committee for the RO to use alternate premises in March 2014, a small car-parking area in Bittacy Road was identified and used for the May 2014 Local and European elections.</p> <p>Whilst the use of portable offices is always unfortunate, no superior polling place has been identified within the polling district. This situation will require regular review as the growth in housing and electors in the district progresses.</p> <p>The location is central to the polling district and also benefits from excellent transport links. There is sufficient parking available very close to the polling stations.</p> <p>Access to the stations is via temporary ramps and the stations are small inside and only a few electors can be accommodated at the same time.</p>		
<p>RO's proposal:</p>	<p>Permanent change of location to Bittacy Road in Portable Offices The location in Bittacy Road offers the most accessible and practicable polling stations available under the current circumstances.</p>		
<p>Representations:</p>	<p>Cllr John Hart: <i>"Could you please include these fairly minor improvements... -Change the polling booth for HPC from Bittacy Road (where it is hidden from view and difficult to access) back to Waitrose car park, Langstone Way or locate it in Millbrook Park (former Inglis Barracks) in or near Bray Road NW7."</i></p>		

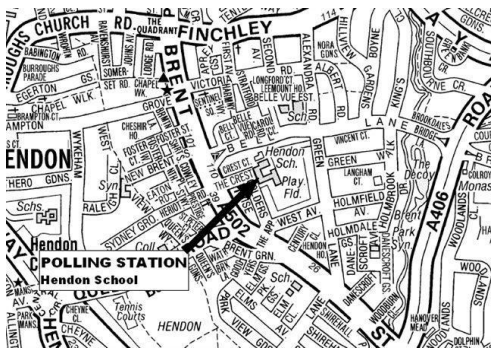
PD	No.(s)	Polling Station	Review commentary
HPD	121, 122,123	Dollis Infants School Pursley Road Mill Hill NW7 2BU	<p>This polling place is located centrally within its polling district and is a well-known location by virtue of being a popular primary school.</p> <p>There are very good transport links and parking is available on the local roads. Disabled parking is permitted on site on polling days.</p> <p>The hall that holds the three polling stations is large but does need to be maintained and organised on polling days by the presiding officers.</p> <p>Facilities for electors and polling staff are very good.</p>
			
RO's proposal:		No change.	
Representations:		None received.	
		This polling place serves the electors of its polling district well.	

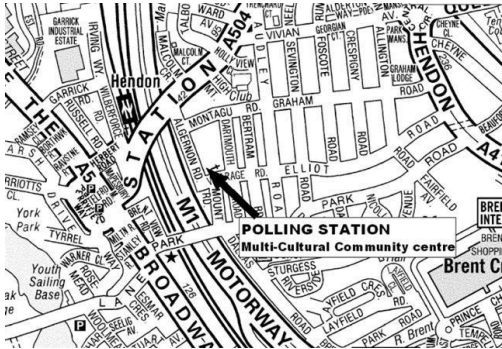
PD	No.(s)	Polling Station	Review commentary
HPE	124	Mill Hill Library Hartley Avenue, NW7 2HX	<p>The location of this polling place is very suitable within its polling district and all electors are reasonably nearby. The building is well-known as the library and is easy to find.</p> <p>There are excellent transport links and parking is available immediately outside the building.</p> <p>There are three steps into the station, but a purpose built ramp is also provided.</p> <p>The facilities offered for electors and polling staff are highly suitable.</p>
			
RO's proposal:		No change.	
Representations:		None received.	
		A good polling location with excellent facilities.	

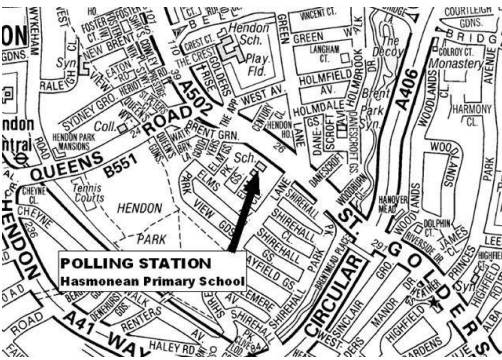
PD	No.(s)	Polling Station	Review commentary
HQA	125	Sunnyfields School Greyhound Hill, London NW4 4JH	<p>This polling place is not particularly central to its polling district, but is a suitable location when the busy roads and residential areas of the district are taken into account. The polling place is a primary school and so will be well known and easy to find by electors.</p> <p>There are good transport links nearby and parking is available on the roads nearby. Another entrance to the school in Hatchcroft is open on polling days to offer disabled parking.</p> <p>The facilities of the polling station for electors and polling staff are very good.</p>
			<p>RO's proposal: No change. This polling place is well-suited to the polling district it serves.</p>
<p>Representations:</p>			<p>None received.</p>

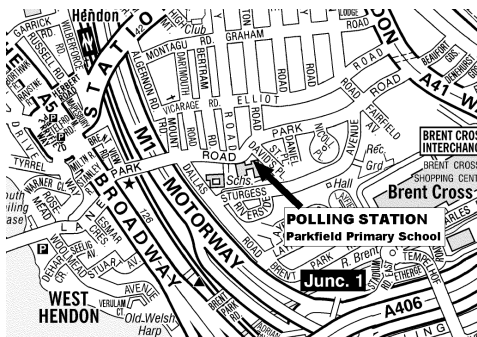
PD	No.(s)	Polling Place	
HQB	126, 127	Formerly: Hendon Library The Burroughs, London NW4 4BQ	Proposed: St Mary's and St John's CE School Sunningfield Road, London NW4 4QR
		<p>Hendon Library:</p> 	<p>St Mary's and St John's CE School:</p> 
Review commentary	<p>This polling place is not particularly central within its polling district, but is a very well-known location and is very easy to find.</p> <p>There are excellent transport links, but parking is very limited nearby due to the controlled parking zones. Access into the stations is level and the facilities for electors and polling staff are very good.</p> <p>An assessment was made of St Mary's and St John's CE School and this is certainly far more central to the polling district.</p> <p>Although there are CPZs around the school, parking would be preferable compared with that at Hendon Library. Disabled parking could be made available on-site on polling days. Transport links would be good, though for some electors they would be further away than at the library.</p> <p>Access for electors into the school is available step free and facilities available would be very good.</p> <p>The school could be used for polling without having to close on polling days, so overall it is considered that the school offers a better polling facility for the district than the library.</p>		
	<p>Permanent change of location to St Mary's and St John's CE School.</p> <p>This new location will offers a more accessible and practicable polling place for the electors of this district.</p>		
	<p>RO's proposal:</p> <p>Cllr. Mark Shooter: "HQB polling station should be moved back to St Mary's school where it was historically as it is far more central in the ward, and there are far better parking facilities"</p>		
<p>Representations:</p>			

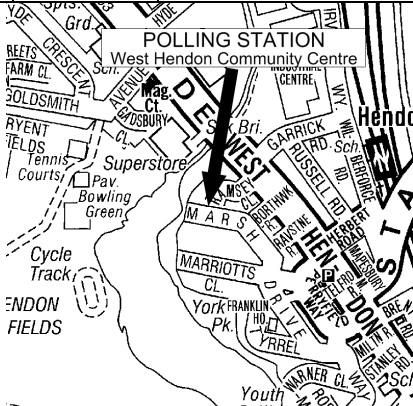
PD	No.(s)	Polling Station	Review commentary
HQC	128,129	Bell Lane School Bell Lane Hendon NW4 2AS	This polling place is located at the southern end of its district, but due to the compact size of the district is within easy reach of all electors. There are good transport links available and parking is made available on site on polling days. The entrance to the building is level and the facilities offered by the polling place are very good.
			
RO's proposal:		No change. The facilities and location of this polling place are very good.	
Representations:		None received.	

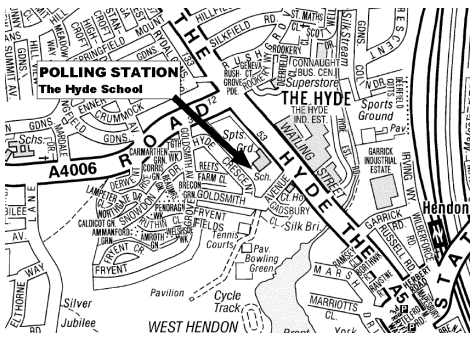
PD	No.(s)	Polling Station	Review commentary
HQD	130,131	Hendon School Golders Rise Hendon NW4 2HP	This polling place is situated centrally to its polling district and is a very well-known location, by virtue of being a popular secondary school. There are good transport links to the location and there is parking available on nearby roads. At the elections held in May 2014, the polling station was moved within the polling place and the entrance used by electors subsequently moved to a different street than that in the address. This must be reviewed in the run-up to future elections to make sure that all electors are clear about how to access the polling station. In addition, there is a path to be followed from the road to the station and arrangements will be needed to ensure this is well-lit outside of daylight hours. Facilities for electors and polling staff are excellent.
			
RO's proposal:		No change. The polling place is well situated within the district and offers good facilities for electors.	
Representations:		Cllr Mark Shooter: "HQD must remain in Hendon school in the usual polling area, on the Brent street side, not at the Green Lane entrance"	

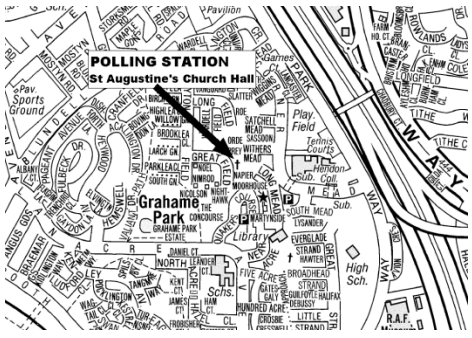
PD	No.(s)	Polling Station	Review commentary
HRA	132,133	Barnet Multi-Cultural Community Centre Algernon Road Hendon NW4 3TA	This polling place is not particularly central to the polling district, but is a well-known location and is easy to find.
			<p>There are excellent transport links to the polling place and car-parking is available on-site and in local roads.</p> <p>The entrance to the polling stations is on a gentle slope but there are no steps and access is good for electors.</p> <p>The polling place offers very good facilities for both electors and polling staff.</p>
RO's proposal:		No change. A good polling location with excellent facilities.	
Representations:		None received.	

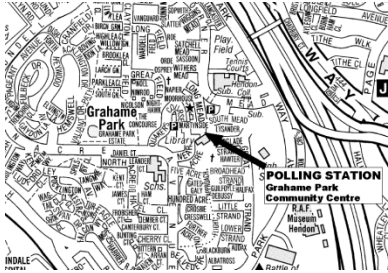
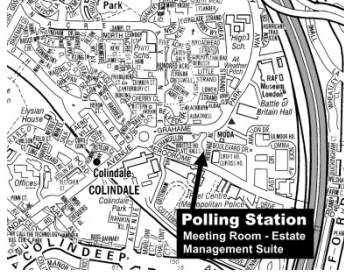
PD	No.(s)	Polling Station	Review commentary
HRB	134	Hasmonean Primary School 8-10 Shirehall Lane Hendon NW4 2PD	This polling place is located to the eastern side of its polling district, but is close to the majority of electors.
			<p>There are very good transport options nearby, but parking right outside the polling station has restrictions and electors need to park in a nearby road.</p> <p>There are a few steps to the entrance of the polling station, but a modern, purpose built ramp has been installed to provide good access.</p> <p>The facilities inside the polling station are very good for electors and poll staff.</p>
RO's proposal:		No change. This polling location is a well-known local school and is suitable for use as a polling place.	
Representations:		None received.	

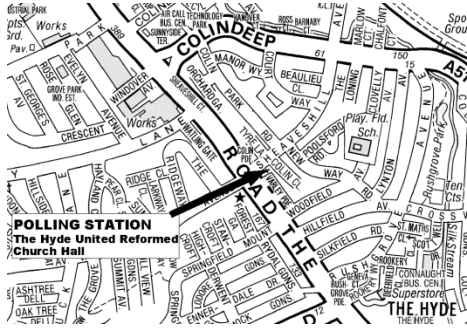
PD	No.(s)	Polling Station	Review commentary
HRC	135	Parkfield Primary School St David's Place Park Road Hendon NW4 3PJ	<p>This polling place is located on the northern border of the polling district, but as a large proportion of the district is taken up by Brent Cross Shopping Centre, this is actually close to the vast majority of electors.</p> <p>There are good transport links nearby and disabled parking is available on site on polling days.</p> <p>The entrance used to the polling station is level and access is very good.</p> <p>The facilities for electors and polling staff are good.</p>
			
RO's proposal:		No change. This is a suitable location and the facilities for polling are very good.	
Representations:		None received.	

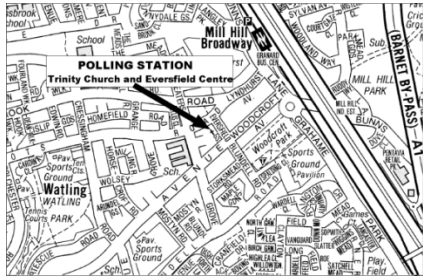
PD	No.(s)	Polling Station	Review commentary
HRD	136,137	West Hendon Community Centre Marsh Drive West Hendon NW9 7QE	<p>The location of this polling place is to one edge of the polling district, but this situates it close to the majority of its electors.</p> <p>There are good transport links nearby on West Hendon Broadway and there is some parking available immediately outside the polling station.</p> <p>The entrance to the polling station is level and the facilities offered for electors and polling staff are good.</p>
			
RO's proposal:		No change. The location and facilities offered by this polling place are suitable.	
Representations:		None received.	

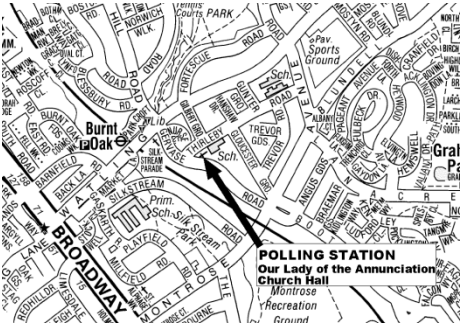
PD	No.(s)	Polling Station	Review commentary
HRE	138	The Hyde School Hyde Crescent/ Edgware Road Hendon NW9 7EY	This polling place is situated to the north of its polling district, but is well located to serve all of its electors.
			<p>There are very good transport links and there is disabled parking available on site for polling days.</p> <p>The entrance to the polling station is level and access for electors is very good.</p> <p>The facilities for electors and polling staff are generally excellent.</p>
RO's proposal:		No change.	This is a good polling place that is well located and easy to find.
Representations:		None received.	

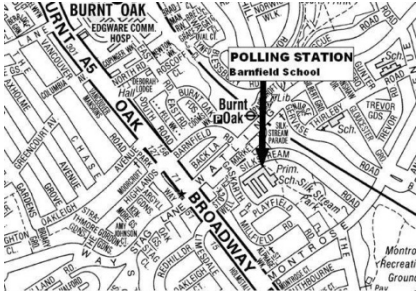
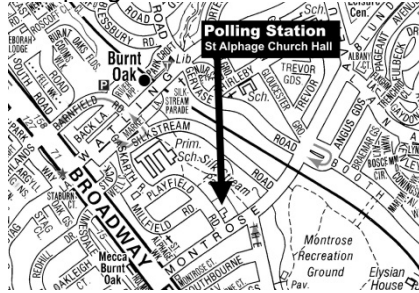
PD	No.(s)	Polling Station	Review commentary
HSA	139,140	St Augustine's Church Hall Great Field Grahame Park Colindale NW9 5SY	This polling place is well positioned within its polling district and is a well-known location.
			<p>Transport links are good and there is some parking available very close to the entrance of the stations.</p> <p>Whilst the facilities on offer are appropriate for polling, the building is unfortunately in quite poor condition and has a roof that leaks in several locations. It will be necessary to review the facilities available and aid in any required remedial works to ensure that the location is fit for use at future elections.</p> <p>The polling place remains the only accessible and practicable location available.</p>
RO's proposal:		No change.	Not an ideal polling station at present, but the most accessible and practicable available in the current circumstances.
Representations:		Cllr. John Hart: "Could you please include these fairly minor improvements: ... Re-arrange polling stations for HSB and HSA so that both are no longer located in Grahame Park redevelopment. A more appropriate location for one would be Beaufort Park."	

PD	No.(s)	Polling Place	
HSB	141, 142	<i>Currently:</i> Grahame Park Community Centre The Concourse, NW9 5UY	<i>Proposed additional:</i> Meeting Room Estate Management Suite 16 Heritage Avenue NW9 5EN
		Grahame Park Community Centre: 	Estate Management Suite: 
Review commentary		<p>The polling place at the Community Centre in Grahame Park was previously well-situated to serve the vast majority of the electors within the polling district. However as the Beaufort Park development has grown over recent years it the polling station has become increasingly less appropriate due to the south-wards shifting population of electors.</p> <p>It is considered appropriate to now split the polling district (approx. using Colindale Avenue and Grahame Park Way) and create an additional polling district using the Meeting Room in the Estate Management Suite as the polling place for the new district.</p> <p>Both locations are well served by local transport routes and parking is available close to both sites. Access into both polling places is level and accessibility is good.</p> <p>As the housing and elector densities continue to grow and move in this area over coming years, it will be necessary to keep the polling arrangements in this vicinity under careful review to ensure that they remain suitable and practicable for electors.</p>	
RO's proposal:		<p>Split of polling district and new polling place in Heritage Avenue. Electors will be better served by splitting this polling district (see Appendix D) and utilising the new polling place within the Beaufort Park housing development.</p>	
Representations:		<p>Cllr R. Cornelius: <i>“the inconsistency that springs to mind is the two polling places in Grahame Park and whether we should now have one in Beaufort Park to reflect the changed demographics.”</i></p> <p>Cllr J. Hart: <i>“Could you please include these fairly minor improvements ... Re-arrange polling stations for HSB and HSA so that both are no longer located in Grahame Park redevelopment. A more appropriate location for one would be Beaufort Park.”</i></p> <p>Labour Group: <i>“There is concern about the distance from the polling station of Pulse and also of Shoelands and Silk House and would argue that alternatives need to be investigated.”</i></p>	

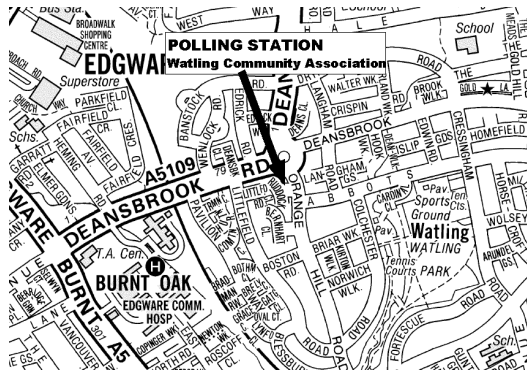
PD	No.(s)	Polling Station	Review commentary
HSC	143, 144,145	The Hyde United Reform Church Hall, Varley Parade Colindale NW9 6RR	This polling place is on the west of its polling district, but is well-placed to make it accessible to all electors.
			<p>There are very good transport links and parking is available on the local streets. The entrance to the polling station does have steps, but a permanent and gently sloping ramp is also available.</p> <p>The hall that holds the three polling stations is of sufficient size, though the presiding officers must ensure that the layout of the stations is effective.</p> <p>The facilities for electors and polling staff are very good.</p>
RO's proposal:		No change.	This polling place is well located within its polling districts and offers good polling facilities for electors.
Representations:		None received.	

PD	No.(s)	Polling Station	Review commentary
HTA	146,147	Trinity Watling Church Hall Eversfield Gardens Mill Hill NW7 2AE	This polling place is reasonably central within its polling district and is easily accessible to all electors.
			<p>There are very good transport options and the location has disabled parking available on site.</p> <p>The entrance to the polling stations is step-free and accessibility is good throughout the building.</p> <p>The facilities at this polling place are excellent for both electors and polling staff.</p>
RO's proposal:		No change.	This polling place offers very good polling arrangements and is well situated within the polling district.
Representations:		None received.	

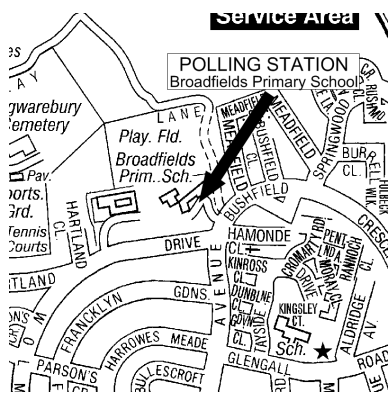
PD	No.(s)	Polling Place	Review commentary
HTB	148,149	Our Lady of the Annunciation Church Hall Thirleby Road and Gervase Road, Burnt Oak HA8 0HQ	<p>This polling district has an unusual shape due largely to its border with Colindale Ward. The polling place is located to one end of the polling district but is a well-known building that is easy to find. No superior location has yet been found within the ward that could accommodate either one or both of the polling stations. In addition, a better layout of the ward boundaries has not been possible.</p> <p>There are good transport links and parking is available on-site. Access to the polling stations is good (via a single step or the shallow permanent ramp)</p> <p>The stations and housed in a large hall (which could hold a third station if required) and very good facilities are provided for electors and polling staff.</p>
			
RO's proposal:		No change.	A good polling place, which is not ideally located for its district, but is the best option currently available.
Representations:		None received.	

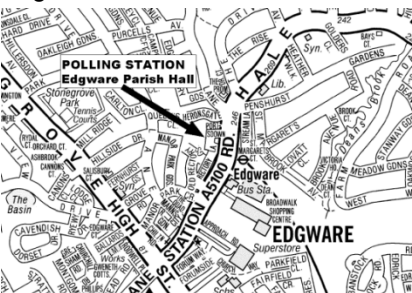
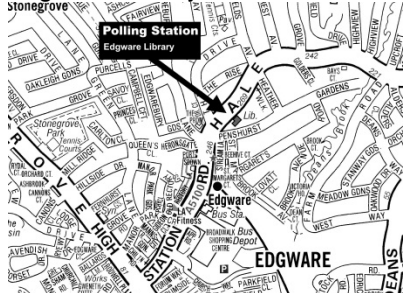
PD	No.(s)	Polling Place	
HTC	150	<i>Currently:</i> Barnfield School Silkstream Road, Burnt Oak HA8 0DA	<i>Proposed additional:</i> St Alphage Church Hall Playfield Road/Montrose Ave Burnt Oak HA8 0DF
Barnfield School: 		St Alphage Church Hall: 	
<p style="text-align: center;">Review commentary</p>		<p>This polling station is centrally placed within its polling district and due to being a busy primary school is well-known and easy to locate.</p>	
		<p>There are good transport links nearby but there is very limited parking available in nearby roads full. A disabled elector would have great difficulty parking close to the polling station.</p>	
		<p>Due to the number of electors within the polling district, it is essential that a second polling station is provided at the location for future elections. The site has been visited and a suitable room for use as a second polling station site has been identified within the school, but as it cannot be located in the same hall, good signage would be required (possibly additional poll clerk?).</p>	
		<p>Access to both polling stations requires the use of ramps but is generally acceptable.</p>	
		<p>The church hall of St Alphage Church has been assessed and despite being a little less central, offers a far superior option for polling within the district.</p>	
		<p>There is improved parking on the nearby roads and a disabled driver could park much closer to the polling station. Access to the hall is on a gentle slope, but is step free.</p>	
		<p>Transport links are very good due to the proximity of Edgware Road and Burnt Oak Underground Station.</p>	
		<p>Facilities at the hall are good and would be an improvement over those available at the school.</p>	
		<p>RO's proposal:</p>	
<p>Representations:</p>		<p>None received.</p>	

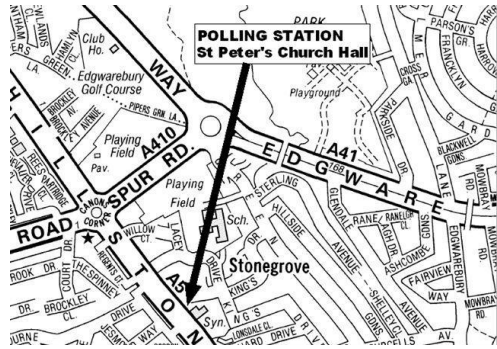
PD	No.(s)	Polling Station	Review commentary
HTD	151	Watling Community Association 145 Orange Hill Road Edgware HA8 0TR	<p>This polling place is situated to the northern border of its polling district, but is well placed for the accessibility of all electors. The number of electors within the district is quite high and consideration should be given to adding a polling station for the parliamentary elections in May 2015.</p> <p>There are very good transport links available and there are car parking facilities on the site.</p> <p>The entrance to the building is level and access to the polling station is along a well maintained, though gently sloping, corridor.</p> <p>Facilities at this polling place are very good for both electors and polling staff.</p>
RO's proposal:		No change.	A very good polling place that can accommodate a second polling station for the benefit of electors.
Representations:		None received.	



PD	No.(s)	Polling Station	Review commentary
HUA	152,153	Broadfields Infant School Roseberry Drive, Off Broadfields Avenue, Edgware, HA8 8JP	<p>This polling place is central to the polling district, although the vast majority of the electors would reside to the south of this location. The polling place is however a modern and well-known primary school and is in a very accessible location.</p> <p>There are nearby transport links and parking is available in nearby streets and on site.</p> <p>The entrance to the polling stations is level and access is very good.</p> <p>The facilities available to electors and polling staff are excellent.</p>
RO's proposal:		No change.	This polling place is at well-known location and offers good facilities.
Representations:		None received.	



No.(s)		Polling Place	
HUB	155, 156,157	<i>Currently:</i> Edgware Parish Hall Rectory Lane, Edgware HA8 7LG	<i>Proposed additional:</i> Edgware Library Hale Lane, Edgware HA8 8NN
		<p>Edgware Parish Hall:</p> 	<p>Edgware Library:</p> 
Review commentary	<p>The polling place at Edgware Parish Hall is reasonably central to the polling district, but is situated on a very narrow lane behind the shops on the main road and offers no parking (or stopping) place. There are good public transport links and the site is used by other local groups, so is probably reasonably well-known, but it can be difficult to access and new electors may have a little difficulty finding it due to its location.</p>		
	<p>The hall is large and copes well with the three polling stations situated here and the facilities are appropriate.</p>		
	<p>Moving the polling place to Edgware Library however would improve the facilities for electors in a number of ways, as the location is more central within the polling district and is a very well-known public building. In addition, there is more available parking nearby (including disabled parking immediately outside the building) and accessibility to the stations is superior (due to a level entrance and wide doorways) when compared with Edgware Parish Hall.</p>		
RO's proposal:	<p>Permanent move of polling place to Edgware Library. Electors will have better accessibility to this location, which is also slightly more central to the polling district.</p>		
Representations:	<p>None received.</p>		

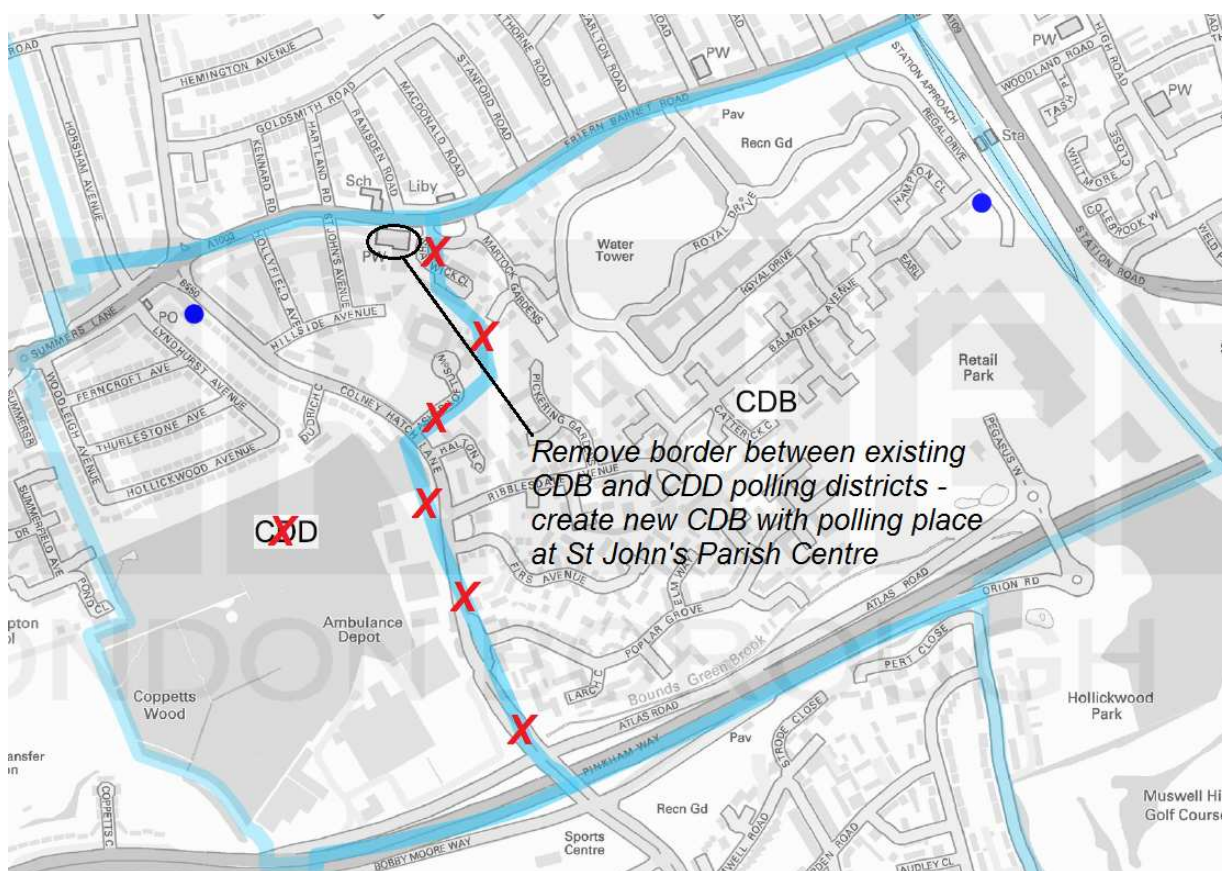
PD	No.(s)	Polling Station	Review commentary
HUC	158,159	St Peters Church Hall Stonegrove Edgware HA8 8AB	<p>This polling place is situated to the south end of its polling district, but this is ideal for the majority of electors its serves.</p> <p>There are good transport links available and the site is well-known as it is home to a children's day centre.</p> <p>There is a step to the entrance but a purpose built ramp has been installed.</p> <p>The hall that accommodates the polling stations is large and the facilities offered are suitable for electors and polling staff.</p> <p>This polling place does need to be kept under review however, as it is reported that the building may be replaced. A new centre is apparently due to be erected some time in 2016.</p>
		<p>No change.</p> <p>RO's proposal: This is a suitable polling place that is well located for electors. Review of this polling place will be necessary in the forthcoming years due to redevelopments in the area.</p> <p>Representations: None received.</p>	

Appendix D

Parliamentary Constituencies in the London Borough of Barnet. **Proposed Changes to Polling Districts - Overview:**

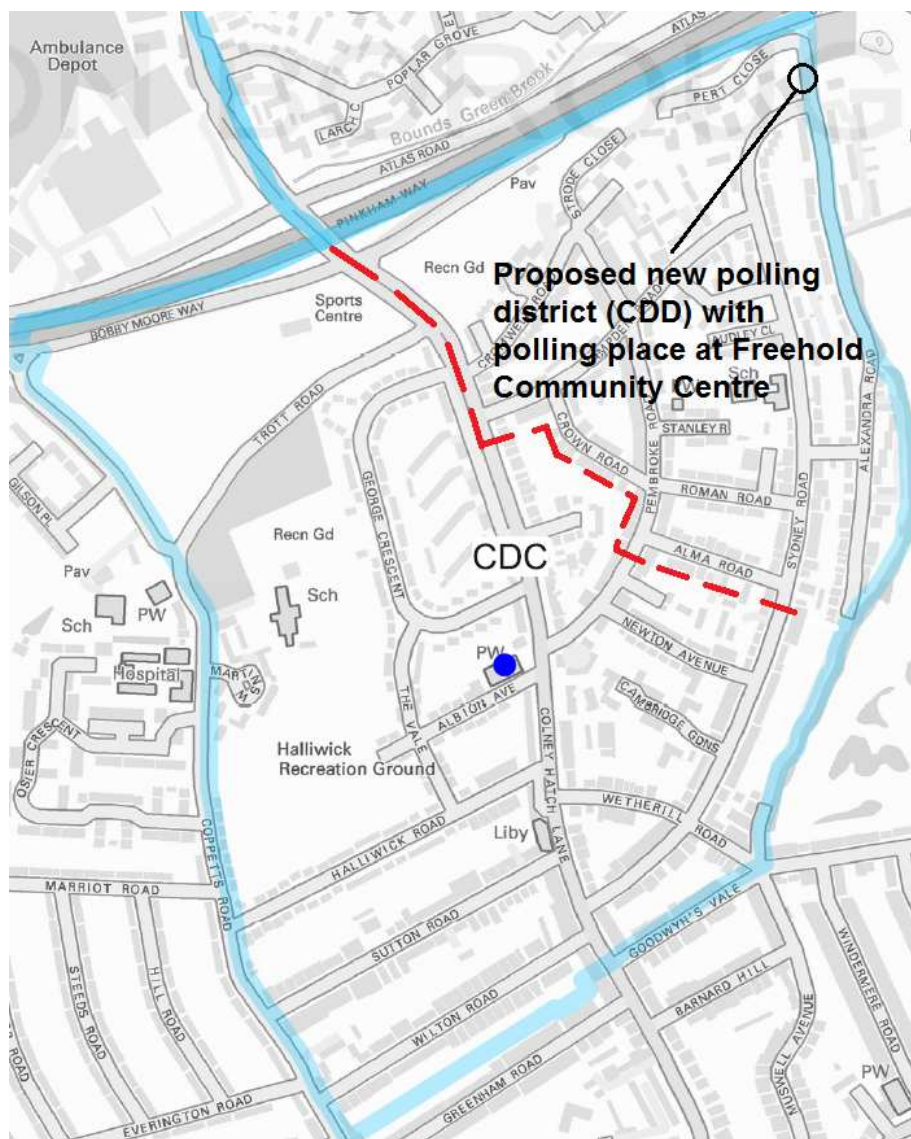
Current Polling District	Ward	(A)RO's Proposal
CDB	Coppetts	Remove border between existing CDB and CDD to create new larger CDB. Position new polling place at St John's Parish Centre, Friern Barnet Road, N11 3EQ.
CDD	Coppetts	
CDC	Coppetts	Create new polling district (CDD) and position new polling place at Freehold Community Centre, Alexandra Road, N10 2EY.
FNA	West Finchley	Move borders for all three polling districts within West Finchley Ward. Discontinue use of polling place at Gordon Hall, Huntly Drive, N3 1NU and create new polling place at St Paul's Centre, Long Lane, N3 2PU.
FNB	West Finchley	
FND	West Finchley	
HOC	Hale	Create new polling district (HOF) and position new polling place at Annunciation Catholic School, The Meads, HA8 9HQ.
HSB	Colindale	Create new polling district (HSD) and position new polling place at Estate Management Suite, 16 Heritage Avenue, NW9 5EN

CDB / CDD - Coppetts Ward:



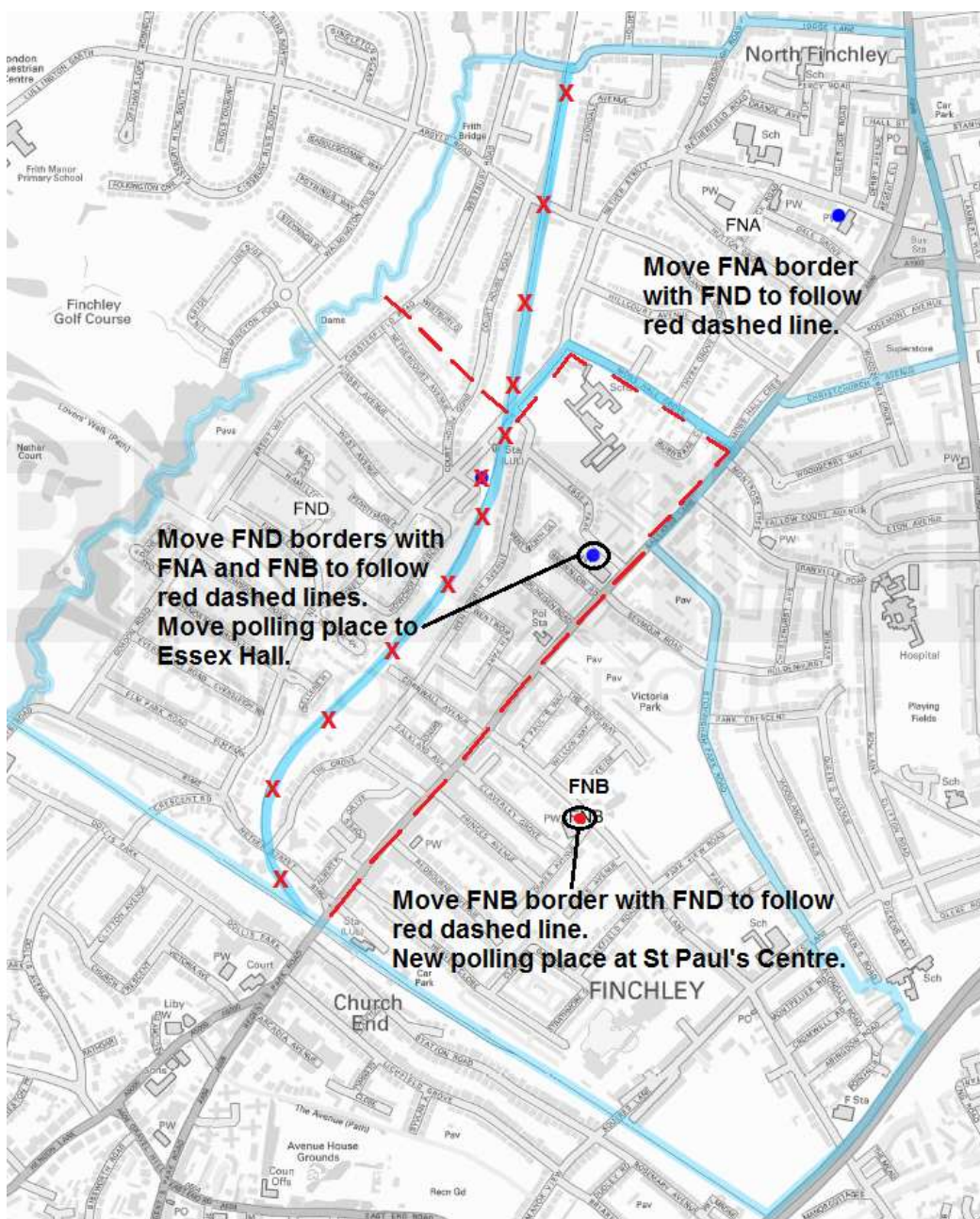
<p>Review commentary:</p>	<p>This proposal would mean that temporary portable offices acting as polling stations at the bottom of Regal Drive would no longer be needed. All affected electors will benefit from the improved facilities and accessibility of a new polling place located at St John's Parish Centre. Transport links are very good across the polling district and the majority of electors will now be closer to their polling station.</p>
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CDC / New CDD - Coppetts Ward



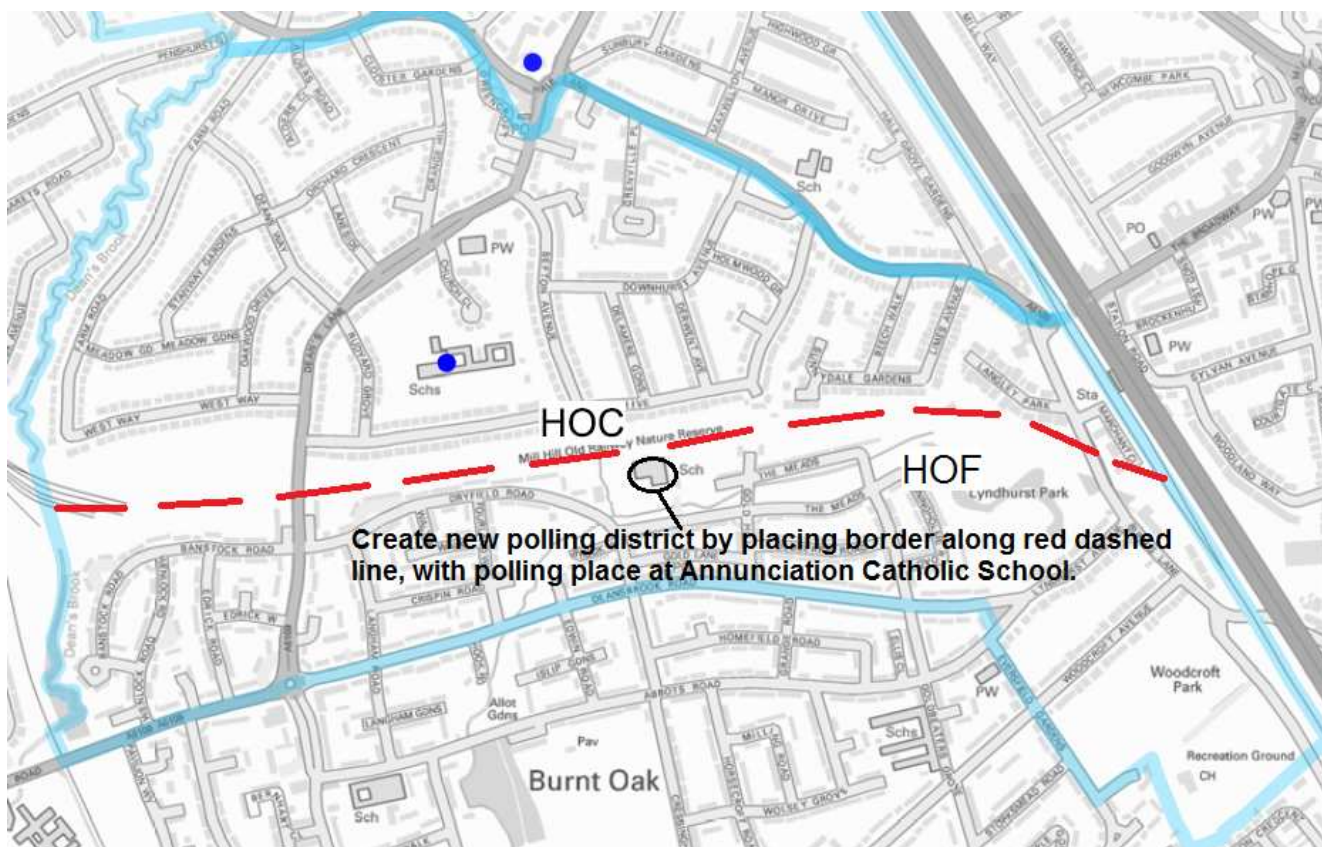
<p>Review commentary:</p>	<p>This proposal would mean that one of the polling stations currently placed at St Peter-le-Poer Church Hall could be moved to the Freehold Community Centre in Alexandra Road. All electors would benefit from improved facilities and accessibility by allocating them between the two polling place and a substantial number of electors would be closer to their polling station.</p>
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FNA / FNB / FND - West Finchley Ward



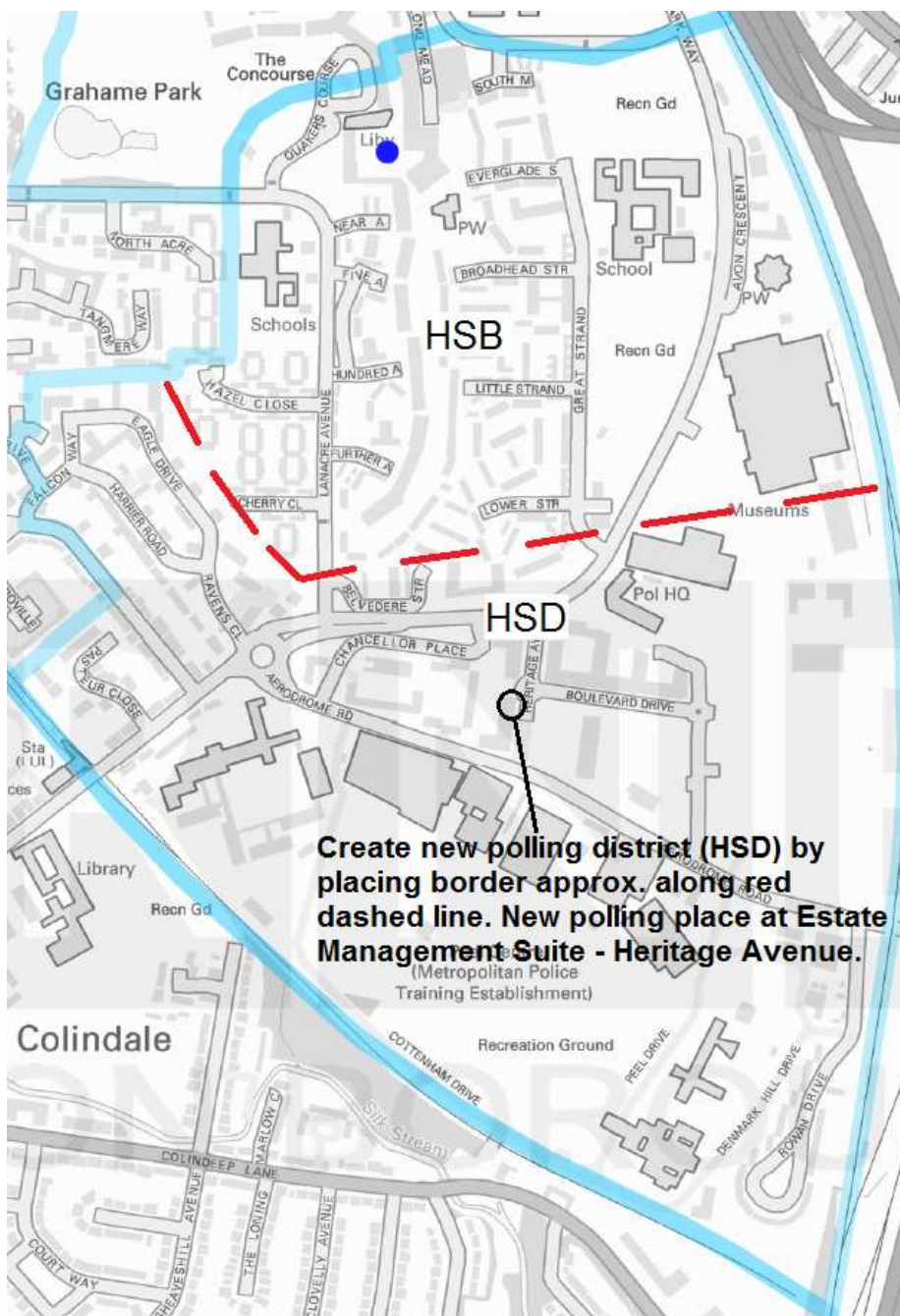
<p>Review commentary:</p>	<p>This proposal would improve the polling place accessibility for all of the electors of FND. In addition the vast majority of those electors in FNB that reside south-east of Ballards Lane would now be closer to their polling station.</p> <p>The share of electors allocated to each polling place within the West Finchley Ward will be better distributed and this will help alleviate the risk of queues forming at polling stations on polling days.</p>
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HOC / New HOF – Hale Ward



<p>Review commentary:</p>	<p>This proposal would improve the polling place accessibility for a significant proportion of electors in HOC. In addition the facilities at Deansbrook School would be better for those electors that remain in HOC as the polling place would need to hold only two polling stations instead of three.</p> <p>All electors within the new HOF polling district will have improved accessibility to their polling place.</p>
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HSB / New HSD – Colindale Ward



<p>Review commentary:</p>	<p>This proposal would improve the polling place accessibility for a significant proportion of electors in HSB. All electors within the new HSD polling district will have improved accessibility and facilities at their new polling place.</p> <p>It will be necessary to regularly (at least annually) review the polling arrangements for electors within these and surrounding polling districts as the re-generation scheme continues to be implemented over coming years.</p>
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Review of Polling Districts and Polling Places. **Notice of Review and Copies of Representations Submitted:**

Notice of Review – published 18 July 2014:

The Review of Polling Districts and Polling Places (Parliamentary Elections) Regulations 2006

Representation of the People Act 1983 - Sections 18A, 18B, 18C, 18D and 18E and Schedule A1 (as amended by section 17 of the Electoral Registration and Administration Act 2013)

London Borough of Barnet – Review of Polling Districts and Places

In accordance with the requirements of section 18C of the Representation of the People Act 1983 (as amended), notice is hereby given that the London Borough of Barnet is undertaking a review of polling districts and polling places for use in connection with UK Parliamentary elections held within the Chipping Barnet, Finchley and Golders Green and Hendon parliamentary constituencies.

The review will commence on Monday 21 July 2014 and will be completed in sufficient time to enable the Electoral Registration Officer to make any alterations necessary to the register of electors when it is next fully revised and published on Monday 1 December 2014.

The (Acting) Returning Officer for the three UK Parliamentary constituencies will make a representation on all polling districts and polling places to be used and additional to this, representations will be sought from persons who are considered to have particular expertise in relation to access to premises or facilities for persons who have different forms of disability.

Any elector registered in the area of the London Borough of Barnet may make a representation on any existing polling district and/or polling place and may suggest alternative locations to an existing polling place. Any such representations should be delivered:

- by hand/post to: Elections Project Office, Building Four, North London Business Park, Oakleigh Road South, London N11 1NP.
or
- by email to: Electionsprojectoffice@barnet.gov.uk

The details of the existing polling districts and polling places are available on the London Borough of Barnet's website www.barnet.gov.uk or may be requested by contacting the Elections Office at the address above.

Representations on existing arrangements need to reach the Elections Office by no later than Friday 5 September 2014.

Please note: Copies of all representations and suggested alternatives received will be made available for public inspection.

Representations Submitted:

Representation submitted by email from Councillor Mark Shooter **29 July 2014**

Mr Bailey

I would like to make some suggestions in the Hendon ward for polling stations

1. HQD must remain in Hendon school in the usual polling area, on the Brent street side, not at the green lane entrance
2. HQB polling station should be moved back to st Mary's school where it was historically as it is far more central in the ward, and there are far better parking facilities

Thanks

Cllr Mark Shooter

Representation submitted by email from Councillor Richard Cornelius **30 July 2014**

Dear John

the inconsistency that springs to mind is the two polling places in Grahame Park and whether we should now have one in Beaufort park to reflect the changed demographics.

Regards

Richard Cornelius

Representation submitted by email from Councillor John Hart **3 September 2014**

Dear Mr Bailey,

Could you please include these fairly minor improvements:

- Change the polling booth for HPC from Bittacy Road (where it is hidden from view and difficult of access) back to Waitrose car park, Langstone Way
or locate it in Millbrook Park (former Inglis Barracks) in or near Bray Road.NW7

- Re-arrange polling stations for HSB and HSA so that both are no longer located in Grahame Park redevelopment. A more appropriate location for one would be Beaufort Park.

With my thanks,

John Hart (councillor for Mill Hill ward)

Representation submitted by email from Catrin Dillon
4 September 2014

Dear John

As you are aware, I (and indeed my predecessor as chair of governors) have been campaigning for a number of years to cease the use of Martin Primary School, East Finchley, as a polling station.

Governors and senior leaders of the school feel strongly that there are sufficiently adequate if not strong alternative venues within this ward and that we have done our duty in providing a polling venue for a long time. The East Finchley library, for example, is situated next door to the school whilst there are two churches with the requisite facilities within metres of the library.

Closing either part of or the whole school for the purposes of elections causes widespread disruption. Most importantly, it deprives children of a day's education and sends out the wrong message when senior leaders and governors strive to reinforce the importance of full attendance at school. Parents and carers are inconvenienced on election days as they have to find alternative care, including before and after school hours as this wrap-around care option is also provided by our school. Often, parents' only recourse is to take a day off which is not always a convenient option, particularly during straitened times. A few of our children, quite simply, are much safer in a school environment during school hours. We have a number of vulnerable children who benefit hugely from being at school.

We are currently in the final phase of permanently expanding our school to three forms of entry to fulfill local demand. Soon, we will have 700 children on roll. To disrupt the education of this many children when using venues nearby would cause minor inconvenience to their users seems at best inappropriate.

We would, therefore, urge this committee to seek an alternative polling venue at its earliest convenience so that Martin Primary and its staff and pupils are no longer unnecessarily disrupted. There has long been a move to prevent educational establishments from being used in this way. It seems to us that the current review offers a real opportunity for this committee to re-evaluate its current polling stations and to replace them with viable alternatives where the effect of a day's closure is not nearly so acute.

Thank you for allowing us to make representations to this review panel. We are aware that appropriate polling venues are not always readily available, but feel strongly that there are three viable alternatives within this particular ward.

Best wishes

Catrin Dillon
Governor - Martin Primary School, East Finchley.

Representation submitted by email from Labour Group
4 September 2014

Labour Group submission to consultation on review of polling districts and places

The overriding principle in reviewing polling district boundaries and polling places should be to maximise democratic engagement, particularly in those where transport and access may be an issue.

Coppetts:

The ward needs an additional polling station on the N10 side. This could be the Freehold Centre or anything else in the same vicinity.

Friern Barnet Lane should be the border for CDD rather than Woodhouse Road.

The distance for some voters to get to the current New Southgate polling station is disproportionately far and an alternative should be looked into that places the polling station in a place that presents better equidistance for electors – perhaps the Tesco Supermarket.

There remains a concern that residents at the north end of CDA polling district (East Crescent etc) run the risk of disenfranchisement as the polling station is a significant distance away and not part of a natural transport route for those residents.

West Finchley:

West Finchley only has three polling districts and two are very large – FNB and FND. The ward really needs an additional Polling District.

East Barnet:

The polling station for CBC in East Barnet is in the Scout Hut in Vernon Crescent which is the least accessible building in the ward and in a remote corner of the ward. It used to be in Danegrove School which is far more accessible and convenient for the majority of residents.

The polling station in CBB is in Trent School, which is also at the most inconvenient /remote position in the ward and an alternative should be investigated. It may be that a review of polling district boundaries would be of value.

West Hendon:

In light of population growth as a result of the regeneration we propose redrawing West Hendon to take account of this using more natural boundaries as follows:

To make the HRB polling district part of Hendon ward making the boundary run along the A41; and also re-drawing the ward boundary with Colindale ward along Rushgrove Avenue and the A5150.

Colindale:

There is concern about the distance from the polling station of Pulse and also of Shoelands and Silk House and would argue that alternatives need to be investigated.

For coherence, Heybourne Park needs to be in Colindale ward.

East Finchley:

There is concern about the size of the FIA polling district and ensuring equitable access for all voters.

Hale:

The size of the HOC polling district means that some residents are a significant distance from the polling station, risking potential disenfranchisement of the community at the southern end of the PD in particular.

Underhill:

The roads at the top of Bells Hill including West End Lane, The Croft, Leecroft, which are currently in CGA should be able to vote at St Stephen's Church Hall which is only halfway down Bells Hill. At the moment these streets have to travel 2 miles to Underhill School.

Representation submitted by email from Roger Lyons
24 September 2014**SUBMISSION ON POLLING STATIONS : HALE WARD BARNET**

There is significant concern about a major problem with Polling Station provision in HOC District of Hale Ward. The electorate of HOC District is 4936 of the Ward total of 11325.

This represents some 40% of the Ward electorate. The remainder has 4 other Districts, each with their own Polling Station. However, HOC District is divided almost completely by the land of the former Railway from Mill Hill East to Edgware. There is only one accessible crossing point, Deans Lane, to the west of the District, which has to be used by the 2000 electors living south of this barrier, to get to Hale Drive Polling Station.

Those electors living to the east, have a walk of up to 1.7 miles each way(3.4 miles return), and Parking is also very limited in the vicinity of the Polling Station, especially due to a CPZ to the east. Many complaints were received from electors about this situation, especially from elderly residents and those taking children with them to the Polling Station.

It would be much more reasonable for a Polling Station to be made available south of the Railway land, possibly in Annunciation Catholic School, or in a temporary caravan (as done at The Harvester for adjacent HOD District). This problem causes a lower poll in this part of HOC, with only an average take-up of Postal Votes.

Your review is invited to respond positively to this proposition.

Roger Lyons

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AGENDA ITEM 11

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