

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
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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
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- | | |
|-----|---------------------------------------|
| 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.

Appendix 1 – Family Services Restructure – Consultation Document

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.