

Children, Families and Adults Services

Enhanced & Preventative Services

Response to the Formal Consultation on the Recommissioning of Early Help Services

Information for all staff

16 March 2015

FORWARD

I would like to offer my sincere thanks to those of you who have responded or taken part in the formal consultation within Enhanced and Preventative Services. We have been very grateful for the level of engagement in the process and the quality of the responses we have received. Your comments and challenge have been detailed, informed and constructive.

All the feedback that we have received has been carefully considered by myself and the Enhanced and Preventative Services Management Team. Your views have significantly informed and developed our thinking, and as a direct result we have made a number of changes to the final plans for our services and structures within the directorate.

I do recognise that the final plans will be reassuring for some, but herald change and uncertainty for many. Many of the decisions we have had to make are difficult and unpalatable. I regret the impact that the changes will have on a number of people personally. However, I believe the changes will ensure that we are best placed to provide a more targeted service within a diminishing budget, which is responsive to the needs of the most vulnerable children, young people and families but has a sufficient focus on our need to act preventatively.

Whilst this marks the end of the formal consultation period, we see consultation as an ongoing process and we will continue to maintain engagement with staff and stakeholders as we move forward with the development of our service offer and implementation of the new structures. This work will continue to be developed in the context of our longer term strategy for the future of the County Council.

Best wishes

A handwritten signature in black ink, appearing to read 'Sarah Ferguson', written over a faint, stylized graphic element.

Sarah Ferguson
Service Director
Enhanced & Preventative Services

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1.	BACKGROUND
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- 1.1 The formal consultation on the recommissioning of early help services was launched on 20 November 2014. The consultation document set out the proposed focus, service offer, structure and job roles for Early Help services within Enhanced and Preventative Services. The purpose of the consultation was to ensure that staff, Members, partners and families were fully aware of the proposals and had an opportunity to comment and provide feedback.
- 1.2 The County Council business plan requires the Enhanced and Preventative Directorate to achieve savings of just under £6m from a £19m core budget over the period 2013/14 to 2016/17. £2.359m was found during 2013/14 and 2014/15. This financial pressure has acted as the key driver to re-examine what our preventative, or 'Early Help' offer should look like across the public sector and within the Directorate. This paper highlights the key proposals by which savings of £1.733m (full year effect) will be made in 2015/16, and indicates where the remaining £1.817 is likely to be sought for 2016/17 subject to further business planning discussions.
- 1.3 We have undertaken a fundamental reconsideration of the Directorate's role, priorities, focus, arrangements and structures. This has been in the context of developing an Early Help Strategy for Cambridgeshire. We need to deliver savings whilst using the opportunity to consolidate and build a positive vision for the future of the work of the Directorate based on need and our principles for Early Help.
- 1.4 We have been working with partners across the early help system to develop an Early Help Strategy for Cambridgeshire. The Early Help strategy will support and enable the development and implementation of a revised early help offer in Cambridgeshire. The strategy will set out the expectations of different parts of the early help system, including families themselves and the communities they live in. It will consider how different services fit together and the working and practice arrangements which will make early help most effective. We are aiming to finalise the strategy with partners early in 2015. A draft is attached as Annex 3.
- 1.5 The purpose of this document is to formally respond to the feedback and questions received during the consultation process and set out the final plans to recommission our early help services. Every effort has been taken to capture and respond to all of the feedback and comments that we have received throughout the consultation period. However it is not possible to respond to all the detailed feedback we have had on an individual basis due to the volume. Many of the issues and suggestions which have emerged are ones which we shall address through the implementation process.

2	CONSULTATION PROCESS, RESPONDENTS AND RESPONSES
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2.1 The formal consultation on the re-commissioning of early help services was launched on 20 November 2014. A range of activity has taken place to engage staff, members, stakeholders and families to discuss and comment on future proposals for our early help services. The consultation was due to close on 12 January 2015. However we extended the closing period to 19 January 2015 and continued our consultation with families and young people until 31 January 2015 to provide more time for people to respond.

2.2 Consultation with Staff

2.2.1 A consultation document for staff was circulated to all staff in Enhanced and Preventative Services and was made accessible to all staff via the County Council Intranet. Following the launch three briefing sessions were held for staff during November and December. During these events the Enhanced and Preventative Services Management Team and HR Manager and Advisers provided information on the proposals, along with an opportunity for staff to ask questions and consider the proposals. Over 150 staff attended these events.

2.2.2 Heads of Service held meetings with individual staff groups directly affected by the proposals. This has included Senior Social Workers, Guidance Advisers, Information Advisers, Youth Development Co-ordinators, Locality Managers and Children's Centre Strategy and Support Team. On 9 December 2014 a consultation meeting was held for all SEND staff, which was attended by over 100 people. This was followed by further workshops to develop the thinking about priority areas. Team meetings have been used to discuss the proposals, with a number of the written responses received coming from staff groups.

2.2.3 HR held four days of one-one sessions for staff to respond to individual queries and concerns relating to the proposal. These were also well attended.

2.3 Consultation with Members

2.3.1 Cambridgeshire County Councillors reviewed and approved the launch of the formal consultation at the 18 November 2014 Children and Young People's Committee. Locality and SEND Managers have held meetings with Members to discuss the local impact of the proposals. Around 30 Members engaged in this process.

2.4 Consultation with stakeholders

2.4.1 An external consultation document and executive summary was published for stakeholders on 2 December 2014. The documents were emailed directly to all key partners, including schools and made available on the County Council website.

2.5 Consultation with families and young people

- 2.5.1 A summary of the proposals for families and young people was made available on the County Council website and shared with families and young people through the Parent Partnership Survey, Pinpoint, Locality Teams, SEND Specialist Services and Children's Centres. An online questionnaire was made available during January to ask families and young people for their views on the Early Help consultation with a series of questions on the overall approach to targeting services and delivering a service within budget constraints. Responses were collected via online surveys promoted by Locality Teams, the Partnership Service, Pinpoint and the Youthoria website, and via direct work with young people through locality workers, information on the responses is available at paragraph 2.8
- 2.5.2 Proposals for SEND services were developed very much in keeping with the feedback and priorities which were developed with over 200 parents in the development of Cambridgeshire's SEND Strategy.
- 2.5.3 We received 32 written responses from families with children affected by hearing and visual impairment opposed to the proposals we made for our SEND Sensory services. In response to this we held three meetings with parents whose children access these services, to explore some specific issues which arose through the consultation including:
- The need for a clearer understanding of the rationale for change
 - How the quality of provision for children with sensory impairment would be assured if the proposals were implemented
 - What other options could be considered that will provide these children and families with a more integrated offer, beyond that proposed.

2.6 Consultation with Trade Unions

- 2.6.1 Meetings were held with the recognised Trade Unions on 19 November, 8 January and 16 March, to keep them fully abreast of the proposals and developments throughout the consultation period.

2.7 Consultation questions

- 2.7.1 We asked people to comment and provide further suggestions on the proposals set out in the formal consultation document. In addition we asked some specific questions around:
- The risks/opportunities around the proposal to reduce the number of Locality Teams.
 - Whether the proposed structure would help reduce demand on services.
 - Opportunities to develop communities and community capacity.
 - Opportunities to extend out traded offer.
 - Potential management of youth projects by voluntary and community organisations
 - Ensuring robust decision making around referrals for SEND Specialist Services

- Views on any of the proposed new roles.
- Looking at the pros/cons of retaining the Area Inclusion Youth Worker as a discrete role or embedding the work into the Young People's Workers role.
- Whether the proposed changes in the central teams provide the right skills and resources.
- Workforce development needs.
- Alternative options to make savings.

2.7.2 We have included feedback received and our responses to these specific questions into the wider response see section 4 -13.

2.8 Responses

2.8.1 In addition to the feedback received from the routes detailed in section 2.2 – 2.6, we received 189 direct written responses to the formal consultation. The breakdown of responses is as follows:

External responses	
Parents and residents	32
School/ Academies/ Colleges	21
Health	12
External Sensory Services	11
District / City / Parish Council	3
Voluntary and Community Sector	3
Police	2
Probation	1
External total	85
Internal responses	
SEND Sensory Services	28
Locality staff/teams	25
Specialist Teaching	10
Hearing Support Centre	9
Early Years Support for Learning	9
Educational Psychology	8
Central Youth Support Services	3
Youth Offending Service	3
Learning Directorate	3
Children's Centre Strategy & Support	2
Strategy & Commissioning	2
Children's Social Care	1
Member	1
Internal total	104

2.9 Parent and Young People's Feedback

Parents and young people were asked for their views on the Early Help consultation with a series of questions on the overall approach to targeting services and delivering a service within budget constraints. Responses were

collected via online surveys promoted by Locality Teams, the Parent Partnership Service, Pinpoint and the Youthoria website, and via direct work with young people through locality workers.

The online survey received 61 responses (46 parents and 15 young people), with a further 22 responses from young people gathered through direct work. The survey responses were all collected in the month of January 2015.

Of the parent responses

80% have previously accessed services for SEND / behaviour support

36% have previously accessed services for mental / emotional health (these were the two largest categories)

16% had not previously accessed Enhanced and Preventative services outlined

95% agreed with the groups prioritised for service delivery in the EH review

Of the young people responses

38% had previously accessed no Enhanced and Preventative services (the largest group)

32% had have previously accessed services for mental / emotional health (the next largest group)

49% agreed with the groups prioritised for service delivery in the EH review

Comments on proposals:

Providing more online resources

Online resources to for self-help received a mixed response (slightly more negative than positive). A principle concern of parents was related to the need for face to face support after receiving a diagnosis around SEND.

Community / Voluntary based services

Overall, comments showed that this was an area where people felt it would be desirable to access services. However, concerns over publicity were raised and the risk of access to services becoming a 'post-code lottery'.

Doubts were raised whether these providers can cope with children demonstrate challenging behaviour, and with SEND generally.

A small number of young people were concerned over the confidentiality of these services.

Targeting those with the greatest need

Responses were almost evenly split between those who think this is fair versus those who feel that this will lead to a build-up of greater need over time, but not tackling it early on. In addition, a minority felt that it would be more productive to support families with needs at a 'less than crisis' level as these may respond more readily to help, whereas those in greatest need will drain more resource for less impact.

Young people's responses were more negative than positive to this proposal.

Paying for services

Responses were almost evenly split between those who think asking for a contribution is acceptable and those who think it will create a barrier to accessing services.

Young people were slightly more positive about this proposal, though not for all areas of support (notably not or mental health support).

Respondents were asked to rank order the 3 approaches of:

- 1) Providing more self-help resources,
- 2) Targeting those with the greatest need,
- 3) Asking service users to make a financial contribution.

Providing more self-help resources was ranked as the 'most fair' by 40% of parents and 45% of young people (the largest group in each). It was also ranked as the 'least fair' by fewest parents 16% and young people 27%.

3 THE VISION FOR ENHANCED AND PREVENTATIVE SERVICES

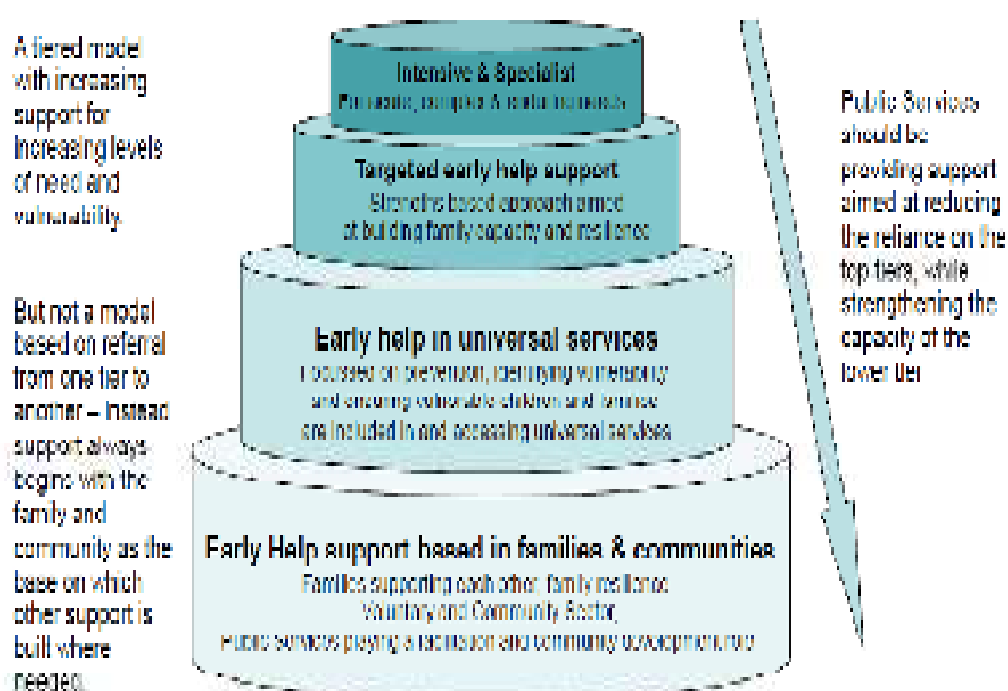
3.1 Vision

- 3.1.1 Our vision for Enhanced and Preventative Services going forward is
To help build resilient families and communities, supported effectively by universal and community based services, whilst offering targeted support for those who most need it in order to achieve.
- 3.1.2 The service offer is predicated on an assumption that most children can do well in the protective environment of their families, communities and schools. It is our role with partners to facilitate good local support networks, and communities which are making good connections with and for families.

3.2 Model for Early Help

- 3.2.1 Our model for Early Help is presented as a tiered model with increasing support for increasing levels of need and vulnerability. Support begins with the family and community, this is the base on which other support is built where needed. The County Council and other public services should be providing support aimed at reducing the reliance on the top tiers while strengthening capacity of the lower tiers. The model is presented in the diagram below.

3.2.2



3.3 Areas of Focus

- 3.3.1 The areas where we will continue to focus our direct work will be on developing and delivering Early Childhood Services, whole family working and supporting those young people who most need help in order to succeed. Enhanced and Preventative Services will be key to reducing demand to higher threshold services. Our service provision will become more targeted, with a focus on supporting families overcoming barriers where there is :
- Special Educational Needs and Disability
 - Child and parental mental health issues
 - Underachievement due to poverty
 - Domestic abuse
 - Substance misuse
 - Families facing multiple problems

3.4 Outcomes

- 3.4.1 We will focus Enhanced and Preventative Services on achieving the following outcomes:
1. Children are ready for and attend school, and make expected progress.
 2. Young people have the skills, qualifications and opportunities to succeed in the employment market.
 3. The number of families who need intervention from specialist or higher threshold services is minimised.

3.5 Success criteria

- 3.5.1 We will know we have been successful if:
- Foundation Stage Profile scores for children receiving Free School Meals improve.
 - Children with SEND are making expected progress.
 - Children who are most likely to stop attending, attend school.
 - Young people most at risk of not doing so make a good transition to employment, education and training.
 - Children and parents we work with tell us they are better able to cope through our service evaluations.
 - Fewer families reach the threshold of significant risk of harm to children and fewer do so without being first identified and supported by preventative services.

4 LOCALITY WORK

4.1 Summary of feedback

4.1.1 Reduction in Locality Teams (Locality Managers and Assistant Locality Managers)

Feedback on the reduction of Locality Teams has been mixed. Those in support of retaining 14 Locality Teams considered that larger locality areas would be less responsive to need and management capacity would be stretched. It is helpful to have Localities aligned to school clusters, and there were therefore significant concerns raised around the proposal to merge Whittlesey Locality Team with the March and Chatteris Locality Team, and St Ives with Huntingdon.

Those who support a reduction in Locality Teams considered that management and running costs could be reduced. There was a view that Locality resources should be weighted according to local area demographics and need and where possible in line with other services and teams to improve service delivery.

Concern was raised about the demands on Locality Managers with the reduction of Locality Teams, reduction in management roles and capacity, and the increased focus on higher level/ complex cases.

4.1.2 Family Work

Concerns expressed around the removal of the **Senior Social Worker** posts included: impact on management capacity within Locality Teams; whether the skill set within Localities is sufficient to manage Tier 3 work; and anticipated problems about transfers between Children's Social Care and Locality Teams. There was concern raised that the change could lead to more demand on Social Care Units and within Locality Teams.

It was felt that the rationale for deleting the **Additional Needs Family Worker** role yet retaining the Area Inclusion Youth Worker was not clear. Along with specific concern about the impact of assimilating the Additional Needs Family Worker on the Bassingbourn, Melbourn, Comberton and Gamlingay Family Worker establishment. Also concern about the impact of removing the Additional Needs Family Worker role from TrinityFoxtonSpecialSchool.

In terms of workforce development it was noted that Family Workers would need further training in SEND order to equip them to identify children and young people who require onward referrals to specialist services, as they may often be the first point of contact for the child and their family.

4.1.3 Work with Young People

Responses indicated concern about the loss of the **Youth and Development Coordinator** role specifically the loss of JNC qualified staff, loss of knowledge and loss of support for the Locality Manager. An operational query was raised around where building management would now sit.

In terms of the new **Youth and Community Co-ordinator** role, a number of questions were raised about how the new post holders could be effective and build relationships across a wide geographical area. Specific questions were raised about how posts and seed funding would be allocated, and line management arrangements.

With the proposed removal of the **Guidance Advisers** and **Information Advisers** post people expressed concern on the impact this may have on NEET figures and retention rates. A query was also raised about whether the Additional Needs Advisers currently in START should sit with the SEND team? This latter point will be looked at within the Strategy and Commissioning Service.

Concerns and queries about the new **Senior Participation Worker** and **Participation Worker** roles included whether there was sufficient parity with other locality roles. Clarification was requested over the qualification requirements for Senior Participation Workers as well as management arrangements for the posts. It was also noted that careers education, information, advice and guidance needed to be included in the job description. Concerns were expressed over the proposed job title Senior/ Participation Worker

Concerns were raised about the inconsistency of pay for **Education Welfare Officers** in comparison with other roles and level of responsibility, alongside concerns around a lack of progression with the removal of the Senior Education Welfare Officer post. It was felt there was a need to review the legal process to ensure that the service had a sustainable model to reduce the risk of key functions being concentrated in one post. Some concerns were raised over the job title of Attendance Officer and there was a view that the line management could be done more efficiently if it was held centrally.

The majority of responses indicated a preference to retain the **Area Inclusion Youth Worker (AIYW)** as a discrete role. The role currently meets unmet needs and provision. It was felt that, as a Young People's Worker (YPW) the role would lose focus and deter from the area wide remit. One response indicated a preference to assimilate the role into the wider Young Peoples Worker establishment given the move towards all YPW work becoming more targeted. The view was expressed that the AIYW role seemed to have largely benefitted Localities where the post is based and there has been limited benefit across the area.

The future AIYW role could have allocated hours for each locality and there is a need for specific training for the post holders in SEND and LAC

appropriate techniques. The proposed change of name was regarded positive, helping to streamline the role and raise awareness.

A view was expressed of the need to review the allocation of **Senior Young People's Workers** to ensure that the allocation is based on the need, number of young people in each locality, number of schools that the Locality Manager and Young People's Workers have to work with and the size of the geographic area and rate of Child Protection cases.

Feedback was positive on the proposal to retain the **Young People's Workers** current capacity, but that the resource allocation needed to be reviewed. Retaining the JNC qualification for YPW's was viewed as positive. However, few staff come into the job with the JNC qualification. Currently there are backfill arrangements in place to cover staff undertaking the qualification. If this funding is reduced or ended it will lead to further capacity issues

An error was noted in the YPW Skilled post person specification, which should require a Youth and Community degree as essential not desirable

Client Researchers management arrangements

There was a request for justification of proposed change in management arrangements, based upon the view that the current arrangements work well as Business Support Managers have an overview of their respective area rather than only one locality.

Review of JNC Terms and Conditions

Some expressed a view that it would be good for the JNC terms and conditions to be in line with the national terms. This would ensure parity with other team members in particular Family Workers who work in the evenings running parenting programmes.

4.2 Response

The following section provides our response to the feedback received on our locality structures and roles. The revised locality structure charts can be viewed at Annex 1.

4.2.1 Locality Teams

As a result of a shift in budget allocations we are in a position to retain our full complement of 14 Locality Teams. We should acknowledge however the ongoing journey and conversation with partners in shaping our future services and that future budgets and how we distribute our resources are likely to change.

We acknowledge the need to review the allocation of resources across our

Localities. Work has begun to determine the future allocation of resources. We are considering management capacity from across our 0-19 locality allocations.

We acknowledge the concerns raised about the impact of removing management roles and the pressure this will place on management capacity, particularly within the high need areas of Wisbech, Cambridge North and Cambridge South. We will address this by enhancing capacity within teams from within the existing establishment. The revised structure charts can be viewed at Annex 1.

The service will be driven by a 'Think Family' approach, putting families at the centre of our work. Job descriptions have been amended to reflect 'Think Family' principles; these can be viewed at Annex 2.

4.2.2 Heads of Service: Localities and Partnerships

Two Heads of Service have management responsibility for the Localities and Partnerships. This temporary arrangement has been in place since August 2013 and will be subject to review next year. Any proposed changes will be implemented by April 2016 and subject to further formal consultation as necessary.

4.2.3 Locality Manager and Assistant Locality Manager

With the retention of the 14 Locality Teams the current substantive Locality Managers will be retained. The Locality Manager allocation for St Ives Locality Team and for Whittlesey Locality Team is 0.8 fte.

The Assistant Locality Manager posts will be removed from the new structure. However this change will be deferred until March 2016 in order to support the transition and implementation of the new structure.

4.2.4 Senior Social Workers

We acknowledge that Senior Social Workers have been highly valued within the Locality Teams. However we intend to proceed with our proposal to remove this role for the new structure. Relationships with Children's Social Care will continue to be developed through the existing arrangements, with the use of transfer meetings being a key opportunity for complex cases to be discussed. Further work is required to create an agreed specification for our work with families across Enhanced and Preventative Services and Children's Social Care.

4.2.5 Family Work

The service will be driven by a 'Think Family' approach, putting families at the centre of our work. Job descriptions have been amended to reflect 'Think Family' principles. Detail regarding the family work roles is outlined below.

4.2.6 Family Worker

The Family Worker establishment will be retained. The Family Worker job description has been amended to reflect 'Think Family' principles. As the amendments are within 20%, the substantive post holders will assimilate into the role in the new structure. The revised job description can be seen at Annex 2.

4.2.7 Early Intervention Family Worker

There is no change to the Early Intervention Family Worker role. Therefore, it is proposed that the substantive post holders be assimilated into the role in the new structure.

4.2.8 Additional Needs Family Worker

The Additional Needs Family Workers will assimilate into the structure on the generic Family Worker role. This is deemed to be less than a 20% change. Our rationale for the change in the Additional Needs Family Workers post while retaining the Area Inclusion Youth Workers is based upon the focus of the roles. The Additional Needs Family Workers focused on families with children with SEND. As SEND is going to be part of the Family Worker role, this work will become part of every Family Worker job role. The Family Worker training needs will be addressed through the workforce development plan. Area Inclusion Youth Workers have a strong focus on vulnerable groups not covered by Young People Workers, with a focus on SEND, looked after children and post adoption support.

The allocation across localities is as follows:

- In Bassingbourn, Melbourn, Comberton and Gamlingay the Additional Needs Family Workers (0.6 FTE) will assimilate into the Family Worker role.
- In Huntingdon Locality the Additional Needs Family Workers (0.8 FTE) will assimilate into the Family Worker role.
- The Additional Needs Family Worker currently line managed through March & Chatteris Locality Team will also assimilate and be managed through the Wisbech Locality Team as a 1 FTE Family Worker.

For some staff this may require a change in team base.

The post holders will be line managed by a Senior Family Worker. The revised Locality Structure charts can be viewed at Annex 1.

4.2.9 Senior Family Worker

The Senior Family Worker job description has been amended to reflect 'Think Family' principles. As the amendments are within 20%, the substantive post holders will assimilate into the role in the new structure.

There will be uplift in Senior Family Workers in Ramsey, Sawtry and Yaxley

Locality Team in recognition of the need for additional management capacity. This uplift will be achieved from within the existing internal establishment.

Work with Young People

4.2.10 Youth Development Coordinators

The Youth Development Coordinator role will be removed from the structure. The substantive post holders have been ring-fenced for suitable alternative posts within the structure.

Two 0.5 Youth Development Coordinator posts will continue on a fixed term basis to March 2016 to support the transition to the new roles and structure. The current Youth Development Coordinators will be ring-fenced to this post and appointment will be determined by selection matrix.

Some individuals have expressed concern about the potential implication on redundancy pay, in applying for a post on reduced hours and salary. This is because redundancy pay is based on the contracted hours/salary as of the date of dismissal.

As previously stated, the expert level has been removed from this post. Should a Youth Development Co-ordinator, who is currently paid at expert level, be appointed to this role, pay protection will be applied for 1 year.

We are also open to options regarding how the overall FTE is allocated. For example, it may be possible to appoint to a 1 FTE post, as opposed to 2 x 0.5 posts, dependent on the needs of the service.

We acknowledge the loss of skills and knowledge with the removal of JNC qualified Youth Development Coordinators. However we will retain some JNC qualified staff in teams e.g. Young People Workers. We will no longer provide universal services unless this is cost neutral to the County Council or contributes to our targets e.g. NEET. The focus will be on targeted work and NEET.

4.2.11 Youth and Community Coordinators

The new role of Youth and Community Coordinator will be introduced. The post holders will be hosted by a Locality Team, line managed by the Locality Manager. The Youth Support Service, Performance and Development Manager (Youth Offer) will act as the Youth & Community Coordinator Professional Lead to apply consistency and practice standards. The substantive Youth Development Coordinators have been ring-fenced to Youth and Community Coordinator post.

The 4.5 fte Youth and Community Coordinators will be allocated to districts as follows:

- Fenland 2 fte
- Huntingdonshire 1 fte
- CambridgeCity 0.5 fte
- South Cambridgeshire0.5 fte
- East Cambridgeshire0.5 fte

The Youth and Community Coordinator allocations are weighted to higher need and deprived areas, and take into consideration the voluntary and community sector presence and capacity and where we consider the need to stimulate voluntary and community sector activity. This position is supported by the feedback we received during the consultation.

The 1.5 fte Cambridge City, South Cambridgeshire and East Cambridgeshire Youth and Community Coordinators will be expected to work collaboratively in recognition of the interrelated needs of these areas.

We will allocate £100k to provide the Youth and Community Coordinators with seed funding to stimulate activity according to need.

We recognise the challenge expressed in responses about the Youth and Community Coordinators capacity to build relationships at grass roots level. We are looking for the Youth and Community Coordinators post holders to work with internal and external partners such as Children's Centre Managers and District Councils to create platforms to network and stimulate community capacity. Developing community capacity is a challenge which extends beyond Enhanced and Preventative Services; it is a priority for CFA and requires involvement of many partners. The strategic lead across Enhanced and Preventative Services for community development will sit with the new Children's Centres Strategy Manager.

4.2.12 Guidance Adviser

The Guidance Adviser role will be removed from the new structure. However this change will be deferred until March 2016. Guidance Advisers are therefore no longer considered at risk of redundancy. Any future changes will be subject to further consultation.

4.2.13 Senior Participation Worker

A new role of Senior Participation Worker will be introduced into the structure, replacing the Guidance Adviser role. The new role will focus on provision of core statutory duties. Implementation of this new role will be deferred until April 2016. The revised job description can be viewed at Annex 2. We plan to recruit to this post by March 2016.

During the consultation concern was raised over the grading of the Senior Participation Worker role in terms of increased responsibility for supervision, required qualifications and parity with other locality roles. This post was evaluated through the Council's HAY evaluation Scheme, which assesses key elements of the job role, including the level of technical know-how,

problem solving and accountability. We are satisfied with the current grading outcome of Scale S01, but will review the job description one year after implementation to ensure the role is in line with expected responsibilities.

The higher degree requirement is a desirable, rather than essential requirement for the post and this has been reflected in the job description. Senior Participation Workers will not take on responsibility for management of the Client Researchers; this responsibility will be retained by Business Support.

This district based post will be line managed through Localities by the Locality Manager. Representation was made for posts to be managed centrally. However we feel it is preferable for the post holders to link to Localities within a district; we will promote close links to the central team.

Guidance Advisers currently on Connexions Terms and Conditions will, if appointed to the new roles in 2016, move onto Local Government terms and conditions. Substantive post holders may be eligible to receive pay protection for one year where applicable.

In response to concerns about the job title, we are open to further discussion on this through the implementation period, options include: Transition Worker, Senior Participation Worker, other.

Traded offer for schools

We will develop a traded offer for schools. This will be delivered through a new **Careers Adviser** role. The job description for this post will be developed in due course. We welcome views on the suggested title during the development of the offer. We plan to recruit to this post by March 2016.

We will seek to work with Guidance Advisers to develop our traded offer. We are looking for the offer to include: universal information, advice and guidance, careers education, group and one to one work, targeted work, quality awards and a link to our Education Welfare Offer.

4.2.14 Information Adviser

The Information Adviser role will be removed from the new structure. However, this change will be deferred until March 2016. Information Advisers are therefore no longer considered at risk of redundancy. Any future changes will be subject to further consultation.

4.2.15 Participation Worker

A new role of Participation Worker will be introduced into the new structure, replacing the Information Adviser role. The new role will focus on provision of core statutory duties. Implementation of this new role will be deferred until April 2016. We plan to undertake the selection process for this role by March 2016. The job description can be viewed at Annex 2.

In response to concerns about the proposed job title Participation Worker, we are open to further discussion on this through the implementation period.

This district based post will be line managed through Localities by a Senior Participation Worker. Representation was made for posts to be managed centrally. However we feel it is preferable for the post holders to link to Localities within a district. We will promote close links to the central team.

It was queried why the Information and Guidance Advisor posts were referenced together in the consultation document, as if they were one job role. This was an error in the original document. The roles are separate and should have been listed separately to recognise the distinction between the two.

4.2.16 Education Welfare

The Senior Education Welfare Officer role will be removed from the new structure. Substantive Senior Education Welfare Officers will assimilate into the Education Welfare Officer role.

We agree with concerns around legal capacity. Additional legal capacity is required within the system and this will be achieved by adding legal work to the duties of the Education Welfare Officer role. Appropriate training to ensure post holders have the required skills and knowledge will be provided. Transitional arrangements will be considered while Education Welfare Officers are upskilled.

Feedback from the consultation raised the issue about inconsistency of pay in comparison with other roles and levels of responsibility. The job description has been reviewed and amended including the addition of legal work. As a result the Education Welfare Officer role has been re-evaluated from Scale 6 to S01. The revised job description can be seen at Annex 2. As the role has been re-evaluated at S01, the existing Senior Education Welfare Officers will assimilate into the role on their current scale point.

Education Welfare Officers will be line managed by Locality Managers.

We would like to signal our desire to move Education Welfare Officers away from term time only terms and conditions. We intend to initiate a review of this by undertaking an audit of current post holders terms and conditions.

Based upon feedback received it was agreed that the proposed new title of Attendance Officer would not be implemented. The job title of Education Welfare will therefore be retained. This is a term used nationally and by the DfE and is a term that both parents and schools are familiar with. The existing Legal Officer post will retain the job title Legal Officer.

We acknowledge the need to provide clarity on boundaries between the

Education Welfare Officer role and the Education Inclusion Officer role and review how the roles work together.

Traded Offer to Schools

We will rework our traded offer to schools, looking at: casework, PACE, consultations, audits, diagnostic health checks, training and strategic support. We aim to produce a revised offer by April 2015.

4.2.17 Area Inclusion Youth Worker

Following feedback from the consultation we have decided that the Area Inclusion Youth Worker post will be retained as a discrete post. The post holders will ensure focus is maintained on looked after children, children with SEND and postadoption support. The post will re-named as Area Inclusion Young People's Worker.

4.2.18 Young People's Workers /Senior Young People's Workers

The Young People's Worker job description has been amended within 20% to reflect the changing dimensions of the role. This includes supporting the management of demand of young people into Children's Social Care where an intervention is needed to reduce the likelihood of them needing access to higher threshold services or becoming Looked After. This may include working with young people who are at risk of homelessness or who go missing, are at risk of offending and likely not to make a successful transition into education, employment or training without additional support. The revised job description also reflects the expectation that Young People's Workers will incorporate 'Think Family' Principles into their day to day practice and take part in Team around the Family meetings and plans and be the Lead Professional where appropriate.

JNC terms and conditions will be retained for this staff group in recognition of the increasing expectation that they will need to respond flexibly to meeting young people's needs outside of usual office hours. As the changes are deemed to be within 20% the substantive post holders will be assimilated into the role in the new structure.

Given the level of skills required for the Young People's Worker roles, progression from Entry level to Skilled level will require staff to have gained a recognised professional qualification as outlined in the Young People's Worker job specifications. Staff currently undergoing their professional qualification will continue to be funded to completion. One bursary/year will be available to Entry level staff wishing to progress to Skilled level subject to service requirements. Back fill funding will not be available for staff undergoing their professional qualification from April 2016.

The essential and desirable education, qualifications and training criteria in the person specification for the Young People's Worker post have been amended and can be seen at Annex 2.

Expert Young People's Workers will be re-named as Senior Young People's Worker. We acknowledge that management capacity needs to be reviewed and addressed within each of the Locality Teams. The intention will be to review this as the structure embeds.

4.2.19 Lead and Youth Work posts

Core funded Lead and Youth Work posts will be retained and assimilated into the new structure, to support the delivery of targeted group work with high need young people and in high need communities. During a transition year from 2015 – 2016, externally funded youth work posts will continue until the end of the funding or further funding streams have been sought. This process will be overseen by two 0.5FTE Youth Development Coordinators which will be fixed term until 2016.

4.2.20 Youth Work

There are a number of externally funded youth work activities across the County, which are supported by current staff in the Youth Support Services. Transitional management arrangements will be funded until March 2016 to support the transition of these services to becoming fully self-funding where possible, and managed by other organisations where appropriate. If the approach is successful options could be explored for a fully traded 'arm' of the youth support service which can sustain the work beyond March 2016 with no call on the core Local Authority budget. This will remain a focus of activity during 2015-2016.

4.2.21 Client Researchers management arrangements

Client Researchers will remain within the business support establishment and be line managed by the area Business Support Managers as per current arrangements. However, we would expect closer alignment with the Senior Participation Workers and Participation Workers to create District based Participation teams. There are no changes to the establishment.

4.3 Joint Negotiating Committee (JNC) Terms and Conditions

We hold the view on the need to review the terms and conditions applied to those employed on JNC terms and conditions. As a Directorate there is a desire to seek to bring the terms and conditions in line with the national terms, in order to ensure greater parity with other staffing groups and to provide increased flexibility /resilience for services. However, as there is a number of staff on JNC terms and conditions across the wider organisation, further discussions will need to take place with the relevant Service Directors in order to determine the appetite for change and to fully assess the impacts. Any proposed changes will be subject to further consultation.

LOCALITY WORK - KEY DECISIONS

The following section provides a summary of our key decisions for Locality Teams and roles.

Locality Teams and Management Capacity

We will retain 14 Locality Teams. We will review the allocation of our resources across Locality teams, considering additional management capacity for Wisbech, Cambridge North and Cambridge South.

Heads of Service: Localities and Partnerships

The two Heads of Service posts will be subject to review next year. Any proposed changes will be implemented by April 2016 and subject to further formal consultation as necessary.

Locality Managers

With the retention of 14 Locality Teams, the substantive Locality Managers will be retained in the new structure. The Locality Manager allocation for St Ives Locality Team and for Whittlesey Locality Team is 0.8 fte.

Assistant Locality Managers

The Assistant Locality Manager posts will be removed from the new structure. However this change will be deferred until March 2016.

Children's Centre Manager

The Children's Centre Manager job description has been amended to reflect the increased responsibility for community development. As the changes are within 20%, the substantive post holders will assimilate into the roles in the new structure.

Senior Social Workers

The Senior Social Workers will be removed from the new locality structure. The substantive post holders have been ring-fenced for suitable alternative posts.

Senior Family Workers

There will be uplift to the Senior Family Worker role in Ramsey, Sawtry and Yaxley Locality Team in recognition of the need for additional management capacity. This uplift will be achieved from within the existing internal establishment.

Family Workers

The Family Worker establishment will be retained. The job description has been amended to reflect 'Think Family' principles. As the amendments are within 20%, the substantive post holders will assimilate into the role in the new structure.

Additional Needs Family Workers

Additional Needs Family Workers will assimilate into the structure on the

Family Worker job description. This change is deemed to be within 20%. For some staff this may require a change in team base.

Early Intervention Family Worker

There are no proposed changes to this role. Therefore, the substantive post holders will be assimilated into the role in the new structure.

Youth Development Coordinators

The Youth Development Coordinator role will be removed from the new structure. The substantive post holders have been ring-fenced for suitable alternative posts within the structure. Two 0.5 Youth Development Coordinator posts will continue on a fixed term basis to March 2016. The substantive Youth Development Coordinators will be ring-fenced to this post and will be determined by selection matrix.

Youth and Community Coordinators

A new role of Youth and Community Coordinator will be introduced into the structure. The 4.5 (FTE) Youth and Community Coordinators will be allocated to district areas. The post holders will be hosted by a Locality Team, line managed by a Locality Manager with professional support from the Youth Support Service, Performance and Development Manager (Youth Offer). The current Youth Development Coordinators will be ring-fenced to this post.

Guidance Advisers

The Guidance Adviser role will be removed from the new structure. However this change will be deferred until March 2016. During this period of deferment, the substantive post holders will no longer be considered at risk of redundancy. Any future changes will be subject to further consultation.

Information Advisers

The Information Adviser role will be removed from the new structure. However this change will be deferred until March 2016. During this period of deferment, the substantive post holders will no longer be considered at risk of redundancy. Any future changes will be subject to further consultation.

Senior Participation Worker

A new role of Senior Participation Worker (name to be determined) will be introduced into the structure, replacing the Guidance Adviser role. The new role will focus on provision of core statutory duties. Implementation of this new role will be deferred until April 2016. The job description has been amended in response to feedback received during consultation. This can be found in Annex 2.

Participation Worker

A new role of Participation Worker (name to be determined) will be introduced into the new structure, replacing the Information Adviser role. The new role will focus on provision of core statutory duties. Implementation of this new role will be deferred until April 2016. The job description has been

amended in response to feedback received during consultation. This can be seen at Annex 2

Careers Adviser - Traded Offer for Schools

We will develop a traded offer for schools. This will be delivered through a new Careers Adviser role. Job description to be developed.

Education Welfare

The Senior Education Welfare Officer role will be removed from the new structure and as outlined in the consultation, substantive post holders will be assimilated into the Education Welfare Officer role.

It is recognised that additional legal capacity is required within the system. This will be achieved by adding legal work to the duties of the Education Welfare Officer role. The Education Welfare Officer role has been reviewed as a result, and in recognition of these increased responsibilities has been re-evaluated from Scale 6 to Scale S01. The Senior Education Welfare Officers will therefore assimilate into the Education Welfare Officer role on their current scale point. We will retain the job title Education Welfare Officer. The revised Education Welfare Officer job description can be found in Annex 2.

Area Inclusion Youth Workers

The Area Inclusion Youth Worker post will be retained as a discrete post, with a focus on SEND and LAC. The job description has been revised within 20% of the current role. The substantive post holders will assimilate into the new structure. The post will re-named as Area Inclusion Young People's Worker.

Young People's Workers

The Young People's Worker job descriptions have been amended within 20% to reflect the changing dimensions of the role. As the changes are deemed to be within 20% the substantive post holders will be assimilated into the role in the new structure.

Expert Young People's Workers

Expert Young People's Workers will be re-named Senior Young People's Workers.

Client Researchers

Business Support will retain management responsibility for the Client Researchers.

Education Inclusion Officer

There are no changes to this role. The substantive post holders will be assimilated into the role in the new structure.

Lead and Youth Work posts

Core funded Lead and Youth Work posts will be retained and assimilated into the new structure, to support the delivery of targeted group work with

high need young people and in high need communities. During a transition year from 2015 – 2016, externally funded youth work posts will continue until the end of the funding or further funding streams have been sought. This process will be overseen by two 0.5FTE Youth Development Coordinators which will be fixed term until 2016.

Youth Work

There are a number of externally funded youth work activities across the County, which are supported by current staff in the Youth Support Services. Transitional management arrangements will be funded until March 2016 to support the transition of these services to becoming fully self-funding where possible, and managed by other organisations where appropriate. If the approach is successful options could be explored for a fully traded 'arm' of the youth support service which can sustain the work beyond March 2016 with no call on the core Local Authority budget. This will remain a focus of activity during 2015-2016.

5 SEND SPECIALIST SERVICE

5.1 Summary of feedback

We received a large number of responses around the proposals for SEND Specialist Services.

A number of responses considered the benefits of the proposed structure including: working in a multi-disciplinary way within area teams; working closely with locality with one clear central referral route; clear roles for Early Years, Specialist Teachers and Educational Psychologists; and strategic posts to ensure good practice and equality across the county in key areas of special educational need.

However, many respondents raised concerns about operational management and professional/clinical supervision within the proposed integrated service.

The grading of the SEND Specialist Service Manager post was queried, with views expressed that the level of responsibility, line management and knowledge required aligned to MB4 rather than MB3. In addition a query was raised over the job description and terms and conditions of the Team Leader posts and the appropriateness of putting the roles on management band given their management responsibilities for teachers.

There were questions around the terms and definition of 'targeted approach' and 'complex special needs'.

5.1.1 Educational Psychologists

There were a number of concerns and questions expressed relating to Educational Psychology, in particular in relation to the management arrangements. There was concern about the removal of the Area Senior Educational Psychologist role, and a concern that Team leaders with no qualification in Educational Psychology would not be able to provide clinical supervision or day to day casework support. There was a specific concern around tribunals and being clear who would coordinate, advise, support and read through reports before committing them to the tribunal process. The issue of capacity for EPs beyond statutory work was raised.

There was a lack of certainty about how the continuous professional development of EPs would be secured, and that the proposal would limit career progression. This would have a possible negative impact on recruitment and retention, and there was a fear that EPs would be removed from Soulbury terms and conditions in time.

5.1.2 Specialist Teaching Team

Some similar issues to those raised for Educational Psychologists were also raised by Specialist Teachers, particularly regarding the issues of professional supervision and support. It has been queried how they would continue to have supervision and performance management by professionals without an education background, which is a requirement under school teachers pay and conditions

5.1.3 Early Years

A lot of the Early Help proposals were regarded as following the principles of Early Support. The model works well and it is important that existing good practice is not lost. Concerns were raised that placing Early Support / Early Years staff in different teams would dilute expertise. Staff also raised concerns about the need to access appropriate professional supervision and support, and that not having this could have a negative impact on staff.

A risk was raised in not recognising the importance of the Early Years as a distinct phase which could result in more overall demands on services generally, a less effective or supportive service to families, and longer term expense.

The view was expressed that new teams would have a strong tendency to be school based and school biased and therefore may not be able to be as clearly rooted in the early years sector. An alternative proposal was made keeping Early Years as a distinct phase, but with enhanced collaboration and flexible working within other areas.

5.1.4 Sensory Services

We received a high number of responses regarding the proposals to split the Sensory Support Team into area teams as part of the integrated SEND Specialist Teams. These came from parents, partners including RNIB and National Deaf Children's Society and staff.

Parents have expressed how much they value the services and support they and their children have received from Sensory Services and that our proposal could lead to a dilution of the specialist support and expertise they currently receive. There was a concern that insufficient evidence was presented that the proposed change would lead to positive measurable outcomes for the children. There was a strong view expressed that support for children and young people with sensory impairment is best provided through a unified and centrally managed service in order that specialist support can be targeted most appropriately and be cost efficient. It was felt to be unclear how a service that has this level of specialism could be divided into three areas without there being a dilution of the provision.

Concerns were raised that without the management, supervision and support from specialists in sensory support, the quality and equality of support for individual children/young people/families would not be provided in the proposed structure. There was anxiety expressed that the deployment of highly specialist support would be ineffective and inefficient.

It was highlighted that the Sensory Support Team works quite differently and uniquely to the other teams in the SEND Specialist Service, due to the specific nature of their statutory work and link to medical conditions. It was proposed that the service could remain as one service and the infrastructure, process and systems allow for better alignment and greater integration. This could include further co-locating with the SEND Service teams.

5.2 Response

The proposals to create a more integrated team comprised of specialists in SEND chimes with the feedback received from parents in the development of the SEND Commissioning Strategy and the core principles which have emerged. Whilst recognising the concerns which have been expressed and the need to work through models of supervision and support, the benefits of having a more integrated offer closer to communities and Locality teams are significant. As such it is our intention to proceed with the creation of locally based multi-disciplinary SEND Specialist Teams for Specialist Teachers, Early Years workers and Specialist Teaching Assistants. The following section provides our detailed response to the feedback received on SEND Specialist Services

5.2.1 Educational Psychologists

Educational Psychologists will be members of a multidisciplinary team alongside Specialist Teachers, Specialist Teaching Assistants (not in the Sensory Support Team), Early Years workers and Educational Psychologists. Each team will be managed by a SEND Specialist Service Team Leader. Where the Team Leader is not an Educational Psychologist, professional support and advice will be provided by an Educational Psychologist Senior Practitioner in area.

As now, the Educational Psychologists will continue to meet together as a professional group and access appropriate CPD. There will be a designated Educational Psychologist, either an Educational Psychologist who is a Team Leader or a Senior Practitioner who will be coordinating Tribunals.

Currently in Cambridgeshire, progression for Educational Psychologists is through the management route of Area Senior Educational Psychologist and Principal Educational Psychologist. Educational Psychologists will now be able to progress to a Senior Practitioner role, or through the management route of Team Leader, SEND Specialist Manager, and Head of Service. This offers potentially more opportunities for progression within the organisation.

Educational Psychologists will continue to be employed on the Soulbury terms and conditions.

Managing demands for statutory work, although outside of the scope of the Early Help Review, is being looked at across Directorates and will continue to be a priority for CFA and SEND services.

5.2.2 Specialist Teaching Team

In each of the three geographical areas, there will be a Specialist Teacher who has additional responsibility for professional support, including undertaking performance appraisals. Where a Specialist Teacher is line managed by a Team Leader from a different discipline within the SEND Specialist Service (i.e. either Educational Psychology or Early Years), the Specialist Teachers in the area will access professional supervision from the Specialist Teacher with additional responsibility who will also undertake joint appraisal with the Team Leader.

5.2.3 Early Years

Through the Early Help Review, we are proposing to build on the Early Support model and apply the learning from this to all of the teams within SEND Specialist Services. We want to make the best use of the expertise and knowledge of Early Years staff and believe that working alongside Specialist Teachers and Educational Psychologists in a multidisciplinary team will be an effective way of coordinating support and gaining access to other specialist knowledge.

The work of the Early Years team will complement the work of other teams, particularly Educational Psychologists who work with children and young people aged 0 – 25 years. Many Education, Health and Care Plans are for children attending pre-school settings, and having Early Years workers in the multidisciplinary team will benefit the transition planning into school.

It is not agreed that the work of the Early Years team will be less effective as a result of the Early Years practitioners being in multidisciplinary teams. As with all of the four teams within SEND Specialist Services, the Early Years team will have a distinct professional identity. Each of the three geographical areas will have an Early Years practitioner with additional responsibility for professional support. Where the Team Leader is not an Early Years specialist, the Early Years practitioners will access professional support from the member of the Early Years team with the additional responsibility.

5.2.4 Sensory Support Team

There is an acknowledgement that, unlike the other teams within SEND Specialist Services, the Sensory Support Team work with children and young people whose needs are low in incident but high in need, and in many cases, likely to be lifelong. It is also acknowledged that some of the children and families who are supported by the Sensory Support Team will have other additional needs and are likely to benefit from input from other teams within the SEND Specialist Service and teams across Enhanced and Preventative Services.

The Sensory Support Team will remain as a distinct team, with a Manager and two Team Leaders, one each for Visual and Hearing Impairment. The suggestion in the consultation response of closer alignment of infrastructure processes and systems with the other teams within the SEND Specialist Service will be taken forward. There will be a greater focus on whole family integrated support across teams, building on the Early Support principles for children of school age and

their families. Over the next 12 months, there will be further work with parents of children with a sensory impairment to look at how and where there could be a more integrated approach across the SEND Specialist Service, ensuring that the specialisms within the Sensory Team are maintained.

Co-location of the Sensory Support Team is already happening in Babbage House and is reported to have been positive for colleagues from the Sensory Support Team working from the base. Further opportunities for co-location will be actively explored.

To summarise, the Sensory Support Team will be directly managed by a Manager for Sensory Support and two Team Leaders, one each for visual and hearing impairment. The Manager will continue to be line managed by the Head of Service, and the Head of Service will remain the responsible budget officer for the SEND Specialist Service, comprising of all four teams (Educational Psychology, Specialist Teaching Team; Sensory Support Team, and Early Years). Further work will be undertaken over the next 12 months to look at closer alignment of the four teams, ensuring that the expertise and specialisms of all the teams are maintained.

The Assistant Manager post in the Sensory Support Team will be removed from the structure with effect from 1 September 2015. A postholder is currently acting into this role and will return to their substantive post effective from this date.

5.2.5 General Concerns

In recognition of the strategic importance of the three Manager posts across CFA, these posts have been re-graded to MB4. There will be a strategic Manager for each of the three areas:

- Autism and Communication
- SEN Cognition and Learning
- Social, Emotional and Mental Health

In addition to being integral to the delivery of the SEND Commissioning Strategy, each Manager will have oversight of the delivery of the SEND Specialist Service in the area. The Team Leaders will have day to day operational management of the multidisciplinary teams in the geographical areas.

The Team Leader posts will be on Management Band terms and conditions to provide consistency of terms and conditions for managers within the SEND Specialist Service and across CFA. In recognition of the scope and specialist nature of the Team Leader role, these posts have been re-graded to MB3.

The “targeted approach” mentioned in the Early Help Consultation document refers to targeting the resources of the SEND Specialist Service on priority areas of need for the Local authority, and includes children and young people with significant sensory impairment. The work of SEND Specialist Service will need to show impact of improving the attainment of children and young people with

SEND; reducing the need for children placed in an out of county specialist provision; support settings and schools to meet the needs of children and young people in their local community; reduce the requests for Education, Health and Care Plans; and increase parental confidence in local provision. There are a range of interventions that will be used by colleagues within the SEND Specialist Service, including coaching and mentoring of staff in settings and schools. For primary aged children, who do not have an EHC Plan and who are out of school, the Specialist Teaching Team will continue to provide tuition.

A child or young person with “complex special needs” will have multifaceted and multiple difficulties which are interrelated and severe. For example, a child who has a significant hearing loss, speech and language difficulties and additional learning needs could be said to have complex special (educational) needs. Children and young people with complex special (educational) needs are likely to require support from a number of different services.

5.2.6 Referral Process

The Locality Team, SEND Specialist Service and other colleagues from across other CFA teams will work closely together to ensure a co-ordinated approach of support for a particular issue or difficulty that a child in school is experiencing. Schools and settings will be able to access this support through a local point of access via the CAF. We will develop our local point of access over the coming months in preparation for the new teams being established, and involve schools in this work.

When decisions are made to proceed with an Education, Health and Care Needs Assessment, the request will be made directly from START to the SEND Specialist Service, and will not go through the local point of access. This includes the statutory requests for Psychological Advice. This also applies to START requests for updated professional advice for Annual Reviews, requests for attendance at Drafting EHC Plan meetings, and commissioning of reports for Tribunal Appeals.

5.3

SEND SPECIALIST SERVICE - KEY DECISIONS

SEND Specialist Service

SEND Specialist Services will come together as seven integrated teams grouped in three areas made up of practitioners from Specialist Teaching, Early Years and Educational Psychologists, with this the following roles will be deleted:

- Principal Educational Psychologist
- County Manager Specialist Teaching Team
- Area Managers Specialist Teaching Team x 3 (Hunts, ECF, SCC)
- Assistant Manager Sensory Support Team
- Early Years Team Manager x 3 , (Hunts, ECF, SCC)
- Area Senior Educational Psychologists, Hunts, ECF, SCC
- Early Years County Manager & Senior Educational Psychologist

Sensory Support Team

The Sensory Support Team will remain as one Team, with a Manager and two Team Leaders, one each for Visual and Hearing Impairment.

Head of Service and Principal Educational Psychologist

This is a new post, providing leadership and management of the SEND Specialist Service and combining this with the Principal Educational Psychologists role and accountabilities

SEND Specialist Service Manager

Three new strategic leadership manager posts will lead on priority areas of SEN across CFA and have oversight of the SEND Specialist Service multi-disciplinary teams in each of the three geographical areas. These posts have been re-evaluated as MB4 posts. The posts are:

- SEND Specialist Service Manager – Autism and Communication
- SEND Specialist Service Manager – SEND Cognition and Learning
- SEND Specialist Service Manager – Social, Emotional and Mental Health

The job description for these roles is available at Annex 2.

SEND Team Leaders

Seven Team Leader posts will be created to have operational management responsibility for the SEND Specialist Service multi-disciplinary teams in the three areas. These have been re-evaluated as MB3 posts. The job descriptions for these roles are available at Annex 2.

Manager of Sensory Support Team

The Sensory Support Team will remain as a distinct team. The substantive post holder will be assimilated into the role in the new structure.

Assistant Manager Sensory Support Team

The Assistant Manager post in the Sensory Support Team will be removed from the structure with effect from 1 September 2015. A postholder is currently acting into this role and will return to their substantive post effective from this date.

Team Leader Visual Impairment

The Sensory Support Team will remain as a distinct team. The substantive post holder will be assimilated into the role in the new structure. Existing TLR arrangements will continue but will be reviewed as part of the review of Teacher Terms and Conditions later in 2015.

Team Leader Hearing Impairment

The Sensory Support Team will remain as a distinct team. The substantive post holder will be assimilated into the role in the new structure. Existing TLR arrangements will continue but will be reviewed as part of the review of Teacher Terms and Conditions later in 2015.

6 COUNTYWIDE SERVICES

6.1 CHILDREN'S CENTRE STRATEGY AND SUPPORT TEAM

6.1.1 Summary of feedback

There were a number of queries about the proposed job roles including whether there was still a need for a separate Head of Service for Children's Centres and Family Work. It had been suggested that some of these functions could be subsumed within the Heads of Service Localities and Partnership. A fear was expressed that this could create a more disjointed offer. There were a number of queries about the role of Ofsted Inspection Support Manager, amongst which was a concern that there could be confusion between this role and the Performance roles. A risk was highlighted that the expertise from the Learning Directorate could be lost and there could, as a result, be a lowering of standards reached through future Ofsted inspections. It was suggested that 'quality' should be included in the role of Performance and Development Manager.

The focus and structure of the team was queried, specifically whether there was enough capacity within the proposed new structure to ensure implementation of integrated services and wider change management. A further view was expressed that there could have been a greater focus on the healthy child programme.

It was also expressed that for Children's Centres commissioned to other organisations, there needed to be a clear expectation of performance measurements and the service offer. For example, would Family Workers based in externally managed Children's Centres be required to work outside their current 0-5s remit?

6.1.2 Response

6.1.3 Family Work (Early Help) Team

The Children's Centre Strategy and Support Team will become the new Family Work (Early Help) Team. There will be a changing focus from support to Children's Centre service delivery, parenting programmes and delivery of the quality improvement offer, to a new focus on a consistent approach to performance management of all Children's Centres and Family Work, keeping a focus on continuous service improvement. The team will also lead work on commissioning of Children's Centres and Children's Centre services, as well as taking a lead for CFA in the commissioning of Health Visitors, and the subsequent integrated service delivery and delivery of the Healthy Child Programme.

6.1.4 **Head of Family Work (Early Help)**

The post holder will lead the work of the service as the links across integrated service development and delivery are taken forward, including a lead for Enhanced and Preventative Services in the commissioning of Health Visitors, focus on Children's Centres and Family Work alongside Together for Families, and into the wider development of increasing community resilience.

We have reviewed the suggestion around three Area Heads of Service Localities and Partnership but consider that the proposed structure will provide the appropriate capacity and focus to both locality and partnerships and to integrated service development.

In the consultation document this post was referred to as the Head of Children's Centre Strategy and Performance. The post will be renamed as Head of Family Work (Early Help) to reflect the new team name.

6.1.5 **Strategic Managers (Children's Centres Strategy Manager / Family Work (Early Help) Strategy Manager)**

We will introduce two strategic leads to strengthen focus on parenting and children's centres ensuring that strategy is brought together for the 0-19 offer and there is scope for the necessary service development within an environment of greater integration with health and early years partners, and as the future shape of Children Centre service delivery is considered for 2016 and beyond.

The Children's Centre Strategy Post will provide capacity and have a lead on much of the work of developing further a framework for the delivery of integrated services, working with the Head of Service. In addition they will be the strategic lead across Enhanced and Preventative Services for community development. The job description has been amended to reflect this. The post has been evaluated as an MB3 post.

The new Family Work (Early Help) Strategy Manager will lead work on parenting and line manage the Parent Partnership Service Manager. The post has been evaluated as an MB3 post.

6.1.6 **Children's Centre Ofsted Inspection Support Manager**

The Children's Centre Ofsted Inspection Support Manager post has been evaluated as an MB2 post to reflect and focus the responsibility for improving Children's Centre performance in line with stringent Ofsted requirements.

Ofsted is in the name of the post in order to focus responsibility on continuous improvement in line with the Ofsted framework and our expectations about service improvement which meets the demands of that framework. We believe there is merit in retaining Ofsted in the title of this

role.

No detail has emerged to date about the potential changes to the Children's Centre Ofsted framework so it is not possible to build roles around the speculation that there will be change – it will be necessary to reflect this in the future. The Children's Centre Outcomes Framework has been carefully designed to take the Ofsted framework into consideration. It has been in place for 4 months and will be reviewed continuously throughout the rest of this year.

The Children's Centre Ofsted Inspection Support Manager and Children's Centre Performance Manager post will both be managed by the Children's Centre Strategy Manager and will be working together on multiple elements of the work. Bringing the roles into the same team will go a long way to improving efficiency for the needs of Children's Centres and improve clarity of relationships and purpose for all Children's Centre Managers and Locality Managers.

An effective service offer from Early Years to Children's Centres will be further developed. Further opportunities will arise from the clearer development of an early childhood services offer, across partnerships and service provision.

6.1.7 Performance Managers (Children's Centre Performance Manager / Family Work (Early Help) Performance Manager)

For consistent quality of Children's Centres performance and focus on development there needs to be strengthened and increased capacity to focus on centre performance, impact for families, and a concentration on continuous improvement. The structure will explicitly bring together the posts for the first time to focus resource jointly on improvement.

Children's Centre performance will not be static. It needs to continue to improve and performance needs to adapt to the changing needs of families and CFA services. Strong attention to measuring impact and reporting performance internally and externally requires increased resource which will work together but with separate responsibilities.

Quality is not solely the focus of the Performance posts. All posts in the team will have that responsibility, as will service managers themselves. Quality is also set out in practice standards and the expectations of individual workers within Children's Centres.

The work of the new team will need to build on all the work which has happened to date, including the strengthened focus in the job descriptions of Children's Centre Managers and the role of Locality Managers. A central team will need to take an approach which includes service managers in the development of strategy and considers and plans implementation. This will happen in various ways, by attaching requirements to expectations of service delivery/ contracts/MOUs and/or planning through reviews of

practice and service delivery. All posts within the team structure will take a lead on elements of strategy and service development.

All posts within the structure will have responsibilities within strategy and service development, and will need to utilise available data, as well as seeking new ways in which service performance can be improved and attached to service development with partners. All posts will need to be able to reflect a degree of flexibility in order to enable this to happen.

6.1.8 Family Work (Early Help) Business Support Manager

We will introduce a Family Work (Early Help) Business Support Manager post to provide expert business support for the Family Work (Early Help) Team.

6.1.9 Parent Partnership Service

The Parent Partnership Service will sit under the new role of Family Work Strategy Manager. The Family Work Strategy Manager will line manage the Parent Partnership Service Manager.

- 6.1.10 In response to the questions raised about expectations of workers in externally managed Children's Centres we would like our service in Children's Centres to work towards a flexible approach, enabling work beyond the current remit of 0-5s. We will address requirements with these centres through contract management.

CENTRAL YOUTH SUPPORT SERVICES

6.2 Summary of feedback

6.2.1 Children and Young People's Voice Coordinator

There was a recognition in the responses received that moving the post to be more centrally managed as part of the quality assurance and performance management arrangements, may support a more strategic embedding of the work to engage children and young people in service developments. However, concern was expressed that this could be at the loss of direct engagement work with young people undertaken by the current postholder, and this could leave a significant gap. For the new role to be successful it will be essential that the strategic support of management is secured, and that the postholder is able to influence at the right level of the organisation. There was a view that some good practice is taking place currently but it is patchy and dependant on particular workers and managers rather than any processes or service commitment. It was fed back that the new arrangements would need to address this.

6.2.2 Information, Advice and Guidance Manager

A concern was raised that NEET figures will increase if the FTE of the IAG Manager role was reduced. The view was expressed that if a Guidance Advisers' traded service was explored, the IAG Managers could be in a strong position to lead on discussions with schools as to their IAG statutory duties. It was suggested that the role of IAG Manager should be retained in its current form in order to support Guidance Advisers and that a traded offer to schools should include the services of an IAG manager- e.g. the promotion, sale and implementation of CEIAG quality awards.

6.2.3 Performance and Development Manager Post (Youth Offer)

It was suggested that linking the Youth & Community Coordinator role to the YSS Performance & Development Manager (Youth Offer) role would ensure a strategic and consistent approach across the County.

6.2.4 Employer Services Team

Significant concern was raised that without the Employer Services Team, the capacity to track down and canvas jobs and Apprenticeship opportunities for young people would be removed.

6.3 Response

6.3.1 Children and Young People's Voice Coordinator

It is recognised that there is a need for the new role to have sufficient influence across Enhanced and Preventative Services in order to deliver the strategic focus needed in relation to participation work. The proposal will bring this function more centre stage for the Directorate and will seek to secure a consistent level of engagement work. A revised role of Children and Young People's Voice Coordinator will be introduced into the new structure. The post holder will be managed by the Practice Standards and Quality Assurance Manager.

Upon review, this post is deemed to have changed by more than 20%. In discussion with the current postholder and at their request, we have agreed to grant voluntary redundancy. This is in recognition that the focus of the role has shifted and the skills set required has also changed.

As an exceptional circumstance, we have agreed this with the post holder ahead of the consultation response being launched. We have agreed this in order that the post can be offered as a redeployment opportunity to others at risk in the structure, in order to mitigate the number of compulsory redundancies. The substantive Youth Development Coordinators have been ring-fenced to this post and this is now reflected in the ringfencing table in Section 16. Appointment to this role will be determined by interview.

Practice Standards and Quality Assurance Manager management

arrangements

The Practice Standards and Quality Assurance Manager has been managed by a Head of Service, but due to the cross cutting nature of the role and the need to ensure that quality assurance is driven from the centre the postholder will be managed by the Service Director of Enhanced and Preventative Services. The Practice Standards and Quality Assurance Manager will take on line management responsibility for the Children and Young People's Voice Coordinator.

6.3.2 Information, Advice and Guidance Manager

The IAG Manager role will be reduced to 0.7FTE in the new structure. We believe this level of resource will be sufficient going forward. The duties within the job description have been amended within 20%. Currently, there are two post holders in this role. The current post holders have been placed at risk of redundancy and ring-fenced to the revised role. Appointment to the role will be determined by selection matrix. Where the selection matrix does not differentiate between individuals, selection will be determined by interview.

6.3.4 Performance and Development Manager Post (Youth Offer)

A Performance and Development Manager Post (Youth Offer) will be introduced to Central Youth Support Services. Following feedback received it has been agreed that the post holder will act as professional lead for the new Youth and Community Co-ordinators. The job description has been amended to reflect this. The job description for this role is available at Annex 2.

6.3.5 Employer Services Team / Apprenticeship and Skills Development Manager

It remains our intention to review the Employer Services Team and Apprenticeship and Skills Development Manager post during 2015. Proposed changes will be subject to formal consultation during 2015 - 2016, with the intention to implement by 1 April 2016. This will be aligned to the work to develop a traded offer for IAG functions at a locality level.

6.3.6 DAAT Criminal Justice Post

The DAAT no longer commissions prison based work but is funded for recovery and criminal justice work in the community. The job description for the DAAT Criminal Justice post has been amended within 20% to reflect the shift from prison to community based services. The current post holder will assimilate into the role in the new structure. Current funding for this post is ending but funding from other sources will be used to retain this post. The longer term future of this post will be reviewed after April 2016.

6.5 BUSINESS SUPPORT

6.5.1 **Feedback**

Concerns were raised about the proposal to reduce business support capacity from 2016. It was suggested that in order to achieve maximum efficiency in the new roles, the current levels for Business Support needed to be maintained. Others noted that the Sensory Support Team requires specialist Business Support Officer resource.

6.5.2 **Response**

We acknowledge the concerns relating to a reduction in business support. We will review and consult on proposed changes during 2015 -16. The needs of each service area will be reviewed to determine the most appropriate support, including requirements for specialist support.

6.6

COUNTYWIDE SERVICES - KEY DECISIONS

Children's Centre Strategy & Support Team

The Children's Centre Strategy and Support Team will become the new Family Work (Early Help) Team. With this the following roles will be deleted:

- Parent Support Manager
- Children's Centre Service Development Manager
- Children's Centre Project and Business Support Officer
- Business Support Assistant
- Business Improvement Officer
- Parenting Early Intervention Programme (PEIP) Coordinator

In order to mitigate redundancy the substantive post holders have been ring-fenced to suitable alternative posts within the structure.

The new roles for the Family Work (Early Help) Team can be seen below.

Head of Family Work (Early Help)

The current Head of Children's Centre Strategy and Support Team will assimilate into the role of Head of Family Work (Early Help).

Children's Centres Strategy Manager

We will introduce a new Children's Centres Strategy Manager post, to provide a clear strategic lead for Children's Centres. The job description for this role is available at Annex 2.

Family Work (Early Help) Strategy Manager

We will introduce a new Family Work (Early Help) Strategy Manager post, to provide a clear strategic lead for family work and parenting. The job description for this role is available at Annex 2.

Children's Centre Ofsted Inspection Support Manager

We will introduce a new Children's Centre Ofsted Inspection Manager post with responsibility for improving Children's Centre performance in line with Ofsted requirements. The job description for this role is available at Annex 2.

Children's Centre Performance Manager

We will introduce a new Children's Centre Performance Manager post to act as the lead officer for Children's Centres' performance in Cambridgeshire. The job description for this role is available at Annex 2.

Family Work (Early Help) Performance Manager

We will introduce a Family Work (Early Help) Performance Manager post to act as the lead officer for the performance of early intervention family work. The job description for this role is available at Annex 2.

Family Work (Early Help) Business Support Manager

We will introduce a Family Work (Early Help) Business Support Manager post to provide expert business support for the Family Work (Early Help) Team. The job description for this role is available at Annex 2.

Parent Partnership Service

The Parent Partnership Service will sit under the new role of Family Work (Early Help) Strategy Manager.

County Manager of Youth Support Services

The County Manager of Youth Support Service post will be deleted from the new structure.

Performance and Development Manager (Youth Offer)

A Performance and Development Manager Post (Youth Offer) will be introduced to Central Youth Support Services. The post holder will act as professional lead for the new Youth and Community Co-ordinators. The job description has been amended to reflect this. The job description for this role is available at Annex 2

Information, Advice and Guidance Manager

This role will be reduced to 0.7FTE in the new structure. The duties within the job description have been amended within 20%. Appointment to the role will be determined by selection matrix. Where the selection matrix does not differentiate between individuals, selection will be determined by interview.

Employer Services Team / Apprenticeship and Skills Development Manager

It remains our intention to review the Employer Services Team and Apprenticeship and Skills Development Manager post during 2015. Proposed changes will be subject to formal consultation during 2015 - 2016, with the intention to implement by 1 April 2016.

Practice Standards and Quality Assurance Manager management arrangements

The Practice Standards and Quality Assurance Manager will be managed by the Service Director of Enhanced and Preventative Services.

Children and Young People's Voice Coordinator

A revised role of Children and Young People's Voice Coordinator will be introduced into the new structure. The post holder will be managed by the Practice Standards and Quality Assurance Manager. Upon review, this post is deemed to be more than a 20% change.

In discussion with the current postholder and at their request, we have agreed to grant voluntary redundancy. This is in recognition that the focus of the role has shifted and the skills set required has also changed. As an exceptional circumstance, we have agreed this with the post holder ahead of the consultation response being launched. We have agreed this in order that the post can be offered as a redeployment opportunity to others at risk in the structure, in order to mitigate the number of compulsory redundancies. Substantive Youth Development Coordinators have been ring-fenced to this post. Appointment to this role will be determined by interview.

DAAT Criminal Justice Post

The job description for the DAAT Criminal Justice post has been amended within 20% to reflect the shift from prison to community based services. The current post holder will assimilate into the role in the new structure.

Business Support

It remains our intention to review business support through 2015. Proposed changes will be subject to formal consultation during 2015 - 2016, with the intention to implement by 1 April 2016.

7 INTENSIVE SERVICES

YOUTH OFFENDING SERVICE

7.1 Summary of feedback

7.1.2 Youth Offending Service Young People's Worker

Three alternative options were presented for the YOS Young People's Worker role:

- (1) To leave the Young People's Workers where they are based in the YOS and take a saving from somewhere else with E&P.
- (2) To move the budget for Youth Offending Service Young People's Worker to the Locality Teams and second them back into YOS for day to day line management.
- (3) To move Youth Offending Service Young People's Worker to the Locality Teams and retain a YOS specialist YPW in the relevant locality with a direct referral pathway retained to YOS.

7.1.3 Youth Offending Service Officer

With regard to the reduction in 1 fte YOS Officer the YOS team had considered a number of alternative options. However they had not identified any viable or preferable. Caseloads are currently lower, however the YOS caseload is more complex and YOS Officers are taking a wider responsibility for Parenting interventions, Together for Families and possibly ETE work as a result of the transition process with YPWs in to Localities. There was concern that caseloads could possibly increase and make statutory work a challenge

A workload analysis across the county is required to identify and inform where to reduce capacity from the YOS officer Teams. It was acknowledged that it was important to reduce capacity where the caseload evidenced there was less of a pressure.

A need was expressed to ensure the YOS Officer workload was clearly prioritised. For example, the service will need to balance the need to work with partners and attend meetings against statutory duties such as attending Court, managing National Standards contacts, completing assessments, plans and managing risk.

7.1.4 Sessional budgets

Feedback indicated understanding on why some flexibility was being taken out of this budget in respect of sessional and contract support. It was felt that there was no better alternative.

However caution was expressed about having no sessional reserve budget to

support the service. For example what would happen in case of staff sickness, or caseloads increase? How would the service manage statutory orders and ensure that risk was managed effectively?

7.2 Response

7.2.1 Youth Offending Service Young People's Worker

The alternative options presented through the consultation on the Youth Offending Service Young People's Worker post have been considered. It has been agreed that the Youth Offending Service Young People's Workers will transfer into Localities, line managed by a Locality Manager, retaining a specialism and direct referral pathway to the YOS.

The Youth Offending Service Young People's Workers will be allocated to the Huntingdon, Cambridge North and Wisbech Locality Teams. Professional support and supervision will also be provided by the YOS Education, Training and Employment Coordinator, as a link manager from YOS.

7.2.2 Youth Offending Service Officers

We welcomed the thorough review of alternative options undertaken by the YOS team, and agree that these do not offer another viable option to pursue. We will continue with our proposal for 1 FTE Youth Offending Service Officer post to be removed from the staff complement from 2016. Our intention is to achieve this through vacancy management.

We agree with the proposal to analyse the county workload to ensure we use our resource to best effect. We will need to continue to review caseload levels to ensure we can meet need. Statutory work will always need to be maintained as a priority to ensure we meet our legal duties. The reduction of the Youth Justice Board grant for 2015/16 will put additional demands on the budget which will need to be considered in future service planning.

7.2.3 Sessional and Project Work budgets

The sessional and project work budget for the Youth Offending Service will be reduced by £25k effective from April 2015. A further £25K saving from this budget is under consideration from April 2016 giving a total proposed saving of £50K over the two years. However the proposals from 2016 will be reviewed during 2015 - 2016. There will still be a requirement to use relief staff for the Intensive Support and Surveillance and high risk offenders. However, other use of relief staff on an occasional basis will be much more limited than previously.

7.3 FAMILY INTERVENTION PARTNERSHIP

7.3.1 Summary of feedback

Partners indicated that they like the Family Intervention Partnership (FIP) model as they work with the whole family and stay until changes can be sustained. A county wide service enables the FIP support to be offered where it is needed. There was a strong view from staff within the team that the value of retaining the model as it is was considerable, and there would be a risk in diluting this if the teams were integrated into Locality Teams.

However there was also strong support for FIP sitting within the Localities to offer a more intensive service for some higher need families, and reduce demand on Children's Social Care SC. This would enable a rationalisation of FIP management and help service users and stakeholders have a better understanding about how services work together.

It was widely held that the learning around 'whole family' working that FIP workers have gained should be shared and used across wider services.

7.3.2 Response

The current staff team is funded until March 2016, from which point the County Council contribution to the service will reduce significantly. Discussions are ongoing with partners about taking a 'community budgeting' approach to the ongoing resourcing of the team.

The FIP will become more closely aligned to Locality Teams to support the work in relation to whole family working. FIP managers and Locality Managers will work together on the most effective ways to achieve this building on current good working practices around individual cases. Where the service is best positioned in the organisation will be considered throughout the year as the funding for the service becomes clearer and any potential changes to the focus of the team will be considered in light of the Together for Families Phase 2 strategy.

7.4 Multi-Systemic Therapy

There is no plan to reduce the budget for standard MST. The MST service for problem sexual behaviour will continue to work in partnership with other Local Authorities. The County has been grant funded by Department for Education to develop a trading company to deliver MST outside of the Local Authority and this is being actively pursued at present. This is a gradual transition and it will require a distinct consultation for affected staff. Council approval will be required before a new company can be formally established and staff transferred.

7.5 INTENSIVE SERVICES - KEY DECISIONS

Youth Offending Service Young People's Workers

The Young People's Workers currently located within the Youth Offending Service will transfer into Localities, retaining a specialism and direct referral pathway to the Youth Offending Service.

Youth Offending Service Officers

1 FTE Youth Offending Service Officer post will be taken from the staff complement from 2016 through vacancy management.

Sessional and Project Work budgets

The sessional and project work budget for the Youth Offending Service will be reduced by £25k effective from April 2015. Further savings from 2016 will be reviewed during 2015 - 2016.

CAF Development Manager management arrangements

The CAF Development Manager will be line managed by the Head of Localities and Partnerships (East Cambridgeshire, Fenland and CambridgeCity).

Multi-Systemic Therapy

There is no plan to reduce the budget for standard MST. The MST service for problem sexual behaviour will continue to work in partnership with other Local Authorities. The County has been grant funded by Department for Education to develop a trading company to deliver MST outside of the Local Authority and this is being actively pursued at present. This is a gradual transition and it will require a distinct consultation for affected staff. Council approval will be required before a new company can be formally established and staff transferred.

Family Intervention Partnership

The current staff team is funded until March 2016, from which point the County Council contribution to the service will reduce significantly. Discussions are ongoing with partners about taking a 'community budgeting' approach to the ongoing resourcing of the team.

8 WORKFORCE DEVELOPMENT

8.1 Summary of feedback

Respondents suggested a wide range of workforce development needs including:

- Clear and precise practice standards for each role and staff properly equipped and trained to deliver against these standards – skills audit to determine gaps.
- Training for staff to build their capacity to work effectively with children and young people with higher level of needs is required.
- Multi-disciplinary training across Enhanced and Preventative to increase understanding of roles
- Together for Families training.
- Greater understanding SEND from 0 – 25 years particularly 0 to birth to 5 and 16 to 25
- Information, advice and guidance, taking a whole family approach will mean more staff will need to meet needs of young people.
- Qualifications for new roles
- CAF and use of language on CAFs
- Assertiveness training
- Traded Services
- Change management
- Targeted services
- For Education Welfare Officers: Skills /knowledge for legal work, confidence to work with school strategic leads, diagnostic health checks

8.2 Response

In the new structure staff will need to be flexible and highly skilled in dealing with a range of issues. We will support staff through appropriate workforce development to address skill and knowledge gaps. We will develop a workforce development framework and plan for each service area. In preparing our plans we will revisit the suggestions put forward during the consultation.

9 BUILDING COMMUNITY CAPACITY

9.1 Summary of feedback

Respondents noted that community capacity currently varies across the county and that the level of work to build capacity will be different across Localities. Responses largely raised questions or focused on the difficulties of building community capacity, examples of which are highlighted below:

- Concern over the time required in developing services which are inadequately equipped, non-existent or underfunded. Such services are also subject to financial pressures.
- Community groups need significant financial and emotional support, access to training and subject specific knowledge.
- Risk that we have groups that we run with support from the community, rather than community groups and therefore achieve savings.
- Query over who will support, train and quality assure provision.
- Question over whether there is a longer term vision for this work. Are we looking to move more universal services to VCS providers and make more services chargeable/ income generating?
- Views expressed that the Youth and Community Coordinator will be important to help drive this new approach, alongside the Children's Centre Managers. Suggestion that the Coordinator could promote and encourage local voluntary organisations to take on the role of managing youth projects. However, a query over whether this would provide sufficient capacity to bring about substantial change?
- Concern that from April 2015 there will be no children and young people's infrastructure organisation with a remit to help support the delivery of quality youth work.
- Strong concerns expressed about the further cuts in youth provision and the effect on young people.

Feedback on ways to take this forward included:

- Undertake an asset audit to build upon.
- Consider existing models in other local authorities and research based evidence.
- Develop community links through the local offer.
- Ensure Children's Centre Workers have a key role to play in community capacity building.
- Ensure that there are opportunities to develop community capacity to support parents with their emotional needs.

In terms of VCS managing youth projects, view that it would be helpful to:

- List all projects outlining aims, target groups, financial and manpower resources needed

- Define the support an organisation can expect to receive from the Council.
- Ensure strict contracting specifications to ensure quality.
- Work with churches and other faith groups
- Create opportunities for shared skills; offer joint training
- Seek volunteers to run youth projects

9.2 Response

We shall create 4.5 FTE dedicated Youth and Community Co-ordinator posts to develop and build networks and opportunities as part of a wider network of services supporting the development of community capacity. The roles will play a pivotal role in stimulating partnership work and opportunities for aligning resources to support children, young people and families as part of a wider youth and community offer. In addition we will provide a £100,000 commissioning budget for the Youth and Community Co-ordinators to act as seed funding for building community capacity. We have allocated these posts and funding based upon need and current levels of community and voluntary activity.

The Locality Teams and Children's Centres, working closely with partners support community activity in its broadest sense. Through our core offer they will work to support families to help themselves and identify community resources to meet need early, recognising that individual and community response is the first line of prevention. The Locality will be part of a wider network of services (such as community development functions delivered by other partners, local community organisations, libraries) to deliver a more coordinated approach to community facing work.

The Locality Manager has a responsibility for supporting the development of community resources. The new Children's Centre Strategy Manager post holder will be the strategic lead for community development across Enhanced and Preventative services.

There are a number of externally funded youth work activities across the County, which are supported by current staff in the Youth Support Services. Transitional management arrangements will be funded until March 2016 to support the transition of these services to becoming fully self-funding where possible, and managed by other organisations where appropriate. If the approach is successful options could be explored for a fully traded 'arm' of the youth support service which can sustain the work beyond March 2016 with no call on the core Local Authority budget. This will remain a focus of activity during 2015-2016.

Community capacity building is not just important to the approach we are taking in Enhanced and Preventative Services but is of importance across CFA and the wider Council. Corporate work to clarify what the role of the County Council is and should be, is in development.

9.3 **BUILDING COMMUNITY CAPACITY - KEY DECISIONS**

Investment in building community capacity

We will invest resource in the 4.5 Youth and Community Coordinator posts with a small commissioning budget to act a seed funding for community development.

Partnership approach

We will work with partners to build networks, develop opportunities and align resources.

10 TRADED SERVICES

10.1 Summary of feedback

There is an opportunity to improve our marketing of traded services, and be much clearer about what services schools and other organisations want. We want to consider with schools the benefits of 2/3 year contracts with them.

A number of suggestions on areas to consider for trading were provided including:

Locality Teams

- Information, Advice and Guidance
- Education Welfare
- Universal Youth Clubs
- Holiday provision
- Work experience life skills

Early Years

- A number of respondents indicated the limited opportunities in the Early Years settings to expand traded services, due to the early settings tight budgets
- Suggestions on chargeable resources and services included: resource packs, workshops to help parents, use of buildings for joint training.

SEND

- Model of general training with packs of SEND resources and follow up visits
- SEND Audit and Autism Friendly settings/schools award
- EY SENCO award :Currently being developed by the Eastern Leadership Centre with regional partners
- Charge for bespoke SEND related courses currently delivered to Settings
- Devise a 'Think SEND' parenting programme and deliver privately in the evenings/weekends to paying parents.

YOS

Ideas were explored around whether the YOS could provide a traded service both internally and externally. Examples of this could be selling High Risk Activity places to other areas of CFA, e.g. residential or LAC. Other areas of trading services could be RJ Interventions and support to other organisations and YOTs within the Region. Another example might be charging for out of County non Cambridgeshire LAC young people who are placed in private residential unit and offered little support but have high risk needs that consume YOS resources.

General

- Training on safeguarding, working with children and families, policies and procedures.
- Support for community organisations to develop policies and procedures

10.2 Response

We are committed to extending our traded offer. We will set up a work stream to focus on developing the Enhanced and Preventative approach to Traded Services. The feedback received on traded services from this consultation will be considered.

- We will continue to deliver and develop our SEND Specialist traded offer.
- Work is underway to rework our traded offer on Education Welfare. We aim to produce our revised offer by April 2015.
- A range of options which enable parts of Children's Centre services to be more widely traded will be considered. This could include wider delivery of parenting programmes, charging for use of buildings and resources, etc.
- We will develop a traded offer for schools around information, advice and guidance. This will be delivered through a new Careers Adviser role.
- Development of a Localities offer will be considered.

10.3 TRADED SERVICES - KEY DECISIONS

Education Welfare

We will rework our Education Welfare traded offer to schools. We aim to produce a revised offer by April 2015.

Information, Advice and Guidance

We will develop an information, advice and guidance traded offer for schools. We intend to deliver this through a new Careers Adviser role. We plan to recruit to this post and deliver a traded offer from April 2016.

11 ALTERNATIVE PROPOSALS

Feedback

In response to what other saving options we could consider options presented included staff being given the opportunity to reduce their hours, move to term time only contracts or take unpaid leave. However, it was highlighted that this would need to be done in a structured and restricted way to ensure that not too many hours were taken out of the service to the extent that this impacted upon statutory provision. It was felt that it was appropriate for this to be voluntary and not enforced.

Response

We will not at this stage be pursuing any of the proposed alternative options to achieve savings although these may be ideas which we return to.

12 SUMMARY OF SAVINGS

12.1 Feedback

There were a few requests for more details on the breakdown of where savings were coming from and any other sources of funding.

12.2 Response

Table 1 on page 52 shows full year impact of 2015-16 saving for each service area, it provides each saving as a percentage of the current (2014-15) budget and shows the saving for each service as a percentage of the total 2015-16 saving for Enhanced and Preventative Services.

In addition we have shown indicative savings for 2016-17. The detail of these savings is yet to be worked through for example the forthcoming review of business support.

Table 1. Enhanced & Preventative Services Impact of Savings

Service	Full Year Impact of 2014-15 saving (£)	Full Year Impact of 2015-16 saving (£)	2015-16 Saving as a percentage of that service's 2014-15 Budget	2015-16 Saving as a percentage of E&P's overall 2015-16 saving	2016-17 Savings delivered through these proposals
Children's Centres	-1,309,000	0	0%	0%	Further detailed work on savings will be finalised during 2015-16
Strategic Management	-250,000	0	0%	0%	
Localities	0	-934,000	14%	54%	
SEND Specialist Services	-50,000	-100,000	2%	6%	
Children's Centre Strategy & Support to Parents	0	-117,000	12%	7%	
Business Support	0	-100,000	7%	6%	
Countywide Services	-110,000	-145,000	15%	8%	
Intensive Services	-398,000	-337,000	11%	19%	
Further savings	0	0	0%	0%	
Total	-2,117,000	-1,733,000		100%	-1,817,000
Offset in part by:					
2015-16 Demography - Localities		200,000			
2015-16 Demography - Safer Communities		39,000			
Alternative Income		75,000			
Total		314,000			

Savings attributed to the removal of Guidance Advisor and Information Advisor posts and the creation of Senior Participation Worker and Participation Worker posts are included above as a 2015-16 saving (full year effect of £320K). This is because the budget has been removed from E&P. The delay in implementing this change is to be funded from CFA reserves in 2015-16.

The detail of these savings for 2016-17 is yet to be worked through for example the forthcoming review of business support.

13 PARTNERSHIP ARRANGEMENTS

13.1 Summary of feedback

Questions on partnership arrangements included:

What is the anticipated impact on the work of other agencies?
Will clear guidelines be made available to all agencies (especially schools) as to the threshold for referral to Locality for family workers?

Is there any outline of the impact the proposal will have on key partner agencies delivering universal services, whom it is intended will be supported and enabled by the local authority into meeting a higher proportion of the needs of children?

How will the provision from partners, and in particular the voluntary sector, be supported and protected when they themselves are under severe financial pressure?

Where would responsibility lie to instigate and fund provision where there is currently a lack of services either to meet a particular need or more generally in a particular geographical area?

13.2 Response

There is a need for the public sector to continue to have the debate about how resources will be effectively coordinated to meet demand, and to start to shift expectations between state providers and the public. This is a responsibility across all public sector agencies as resources diminish. It will be important in those discussions that the impact of any reductions in one part of the system are understood across the wider system. There are clearer expectations emerging from legislation (for example through the SEND reforms) that schools, for example, have a greater primary responsibility to meet the special educational needs of pupils before very specialist service is accessed. The strategy and approach within the proposals include an expectation that as local authority services become more targeted, this will be matched by an enhanced and more specialist capacity to build the skills and competencies within schools to meet.

The strategy which underpins the proposals in the paper seeks to reaffirm the importance of community based and voluntary activity. Wherever possible current investments with the voluntary and community sector have been retained or the impact minimised. Capacity has also been retained on building community networks and local capacity through roles such as the Youth and Community Co-ordinator posts as set out above. These approaches need to be widened as part of a public sector conversation about supporting communities and families to help themselves in the first instance.

14 SUMMARY OF KEY DECISIONS EMERGING FROM THE FORMAL CONSULTATION

The feedback that we have received throughout the formal consultation period has been considered and the following changes have been agreed. Further details can be found in the main body of this report.

Locality Teams

- 14 Locality Teams will be retained; we will review the allocation of resources across Locality teams.
- We will reduce the number of management and senior practitioner posts within Locality Teams; Assistant Locality Managers, Senior Social Workers, Youth Development Coordinators and Senior Education Welfare Officers will be removed from the new structure.
- We will be providing an uplift from within the existing establishment, to increase the number of Senior Family Workers in recognition of the need to maintain sufficient management capacity, particularly in high need Localities
- Guidance Advisers and Information Adviser roles will also be removed from the structure but this will be deferred until March 2016. New roles of Senior Participation Worker and Participation Worker will be introduced from March 2016. We will also introduce a new Careers Adviser role to provide a traded service to schools from April 2016.
- A new Youth & Community Coordinator role will be introduced.
- The Education Welfare Officer role has been reviewed. Legal work has been added as an additional duty and in recognition of increased responsibilities the role has been re-graded from Scale 6 to Scale S01.
- YOS Young People's Workers will transfer into Localities, retaining a specialism and direct referral pathway to the YOS. Area Inclusion Youth Worker's will be retained as a discrete post.

SEND Specialist Service

- SEND Specialist Services will come together as seven integrated teams grouped in three areas, with clear links to Locality Teams. The teams will be made up of practitioners from Specialist Teaching, Early Years Support for Learning and Educational Psychology. The new structure will have three new MB4 SEND Specialist Service Manager posts and seven new MB3 Team Leader posts
- The Sensory Support Team will remain as one Team, with a Manager and two Team Leaders, one each for Visual and Hearing Impairment. We shall work with the team to explore how closer links can be forged with the SEND Specialist Teams, through for example extending opportunities for co-location.

Family Work (Early Help) Team

The Children's Centre Strategy and Support Team will become the new Family Work (Early Help) Team. There will be a changing focus from support to Children's Centre service delivery, parenting programmes and delivery of the quality improvement offer, to a new focus on a consistent approach to performance management of all Children's Centres and Family Work, keeping a focus on continuous service improvement. The team will also lead work on commissioning of Children's Centres and Children's Centre services, as well as taking a lead for CFA in the commissioning of Health Visitors, and the subsequent integrated service delivery and delivery of the Healthy Child Programme.

Central Youth Support Services

There will be a reduction in management in our central Youth Support Service, with the loss of the County Youth Manager. We will introduce a new Children and Young People's Coordinator role.

It remains our intention to review the Employer Services Team and Apprenticeship and Skills Development Manager post during 2015. Proposed changes will be subject to formal consultation during 2015 - 2016, with the intention to implement by 1 April 2016.

Business Support

It remains our intention to review business support through 2015. Proposed changes will be subject to formal consultation during 2015 - 2016, with the intention to implement by 1 April 2016.

Youth Offending Service

The Young People's Workers currently located within the Youth Offending Service will transfer into Localities, retaining a specialism and direct referral pathway to the Youth Offending Service. In addition we will reduce the Youth Offending Service Officers by 1 FTE post through vacancy management. The sessional and project work budget for the Youth Offending Service will be reduced by £25k effective from April 2015. Further savings from 2016 will be reviewed during 2015 - 2016.

Family Intervention Partnership

The current staff team is funded until March 2016, from which point the County Council contribution to the service will reduce significantly. Discussions are ongoing with partners about taking a 'community budgeting' approach to the ongoing resourcing of the team.

The FIP will become more closely aligned to Locality Teams to support the work in relation to whole family working. FIP managers and Locality managers will work together on the most effective ways to achieve this building on current good working practices around individual cases. Where the service is best positioned in the organisation will be considered throughout the year as the funding for the service becomes clearer and any potential changes made to the criteria they work within as a result of the Together for Families Phase 2

strategy which encompasses a greatly expanded set of criteria.

15 HR PROCESSES

15.1 Recruitment and selection process

In the structure there are a number of new and changed posts (posts which have changed by more than 20%). In order to mitigate redundancy, employees at risk of redundancy have been ring-fenced to these posts, in accordance with the table below. Appointment to these posts will be determined by interview. Please see interview timetable on page 58.

Employees will be asked to submit an abbreviated application form (annex 5) to earlyhelp@cambridgeshire.gov.uk for each post they wish be considered for. The deadlines for submitting abbreviated application forms are detailed in the interview timetable on page 58

The selection procedure will be based on the following:

- The contents of the abbreviated application form
- Employees will be given the opportunity to demonstrate their suitability for the role at interview
- Knowledge, skills and capability assessed by both the application form and the interview. .

All conclusions will be substantiated with evidence. All selection criteria will be carefully applied to ensure that their application does not contravene the Council's Equal Opportunities policy.

Any posts that remain vacant at the end following the selection process will be advertised in the normal way.

Selection Matrix

Where posts have changed by less than 20% but the number of employees required to undertake the role is reduced, appointment will be determined by selection matrix. This applies to the following posts:

- Information, Advice and Guidance (IAG) Development Manager
- Youth Development Coordinator (1 year, fixed term post)

The selection matrix can be viewed in annex 4. Employees will be asked to submit an abbreviated application form to aid the selection process.

Where the selection process does not differentiate between individuals, selection will be determined by interview.

15.2 Ring-fencing Arrangements

Staff at risk of redundancy have been ring-fenced to new posts within the structure that are on the same grade or one grade below, in accordance with the table below.

For the purposes of determining ring-fence arrangements, we have considered current salary range, reporting lines and operational level of those on the Teacher's Leadership, Teacher's Upper and Soulbury pay spines and deem them comparable to the following grades:

- Soulbury (Educational Psychologists); MB4
- Teacher's Leadership: MB4
- Teacher Upper: MB4

Based on feedback during the consultation, some job descriptions have been revisited and the grading outcome has changed. Where this is the case, the ring-fencing arrangements have been revised accordingly.

Priority Ring-fencing

Staff may be aware that during the consultation period, changes were introduced to the Council's Ring-fencing Policy. The new policy states that where assimilation is not appropriate, but there are significant similarities between the existing role and the new role, i.e. a minimum of 50% of the duties are the same, priority ring-fencing will be granted, regardless of whether the grade for the new post is the same, lower or one grade higher.

For the purposes of this restructure, the existing proposal to ring-fence staff to posts on the same grade or one grade below will be maintained (irrespective of whether the 50% criteria is met). Changing our position now would be go against what was consulted on and potentially limit redeployment opportunities for staff within the structure.

A review has been undertaken however to determine whether any post holders might meet the criteria to be ring-fenced to posts one grade above. Upon review it is felt that no cases satisfy the 50% criteria for upwards ring-fencing. Any staff wishing to challenge this must do so by 23 March 2015, ahead of the selection processes and be able to demonstrate that a minimum of 50% of their current duties are the same as the higher graded posts, to which they believe they should be ring-fenced. An independent review will then be undertaken by an appropriate Head of Service.

15.3 Redundancy

Notice of redundancy will be issued to all affected staff on the 1st April 2015. This will be done as a precautionary measure ahead of the recruitment and selection processes, in order to ensure that full contractual notice can be given ahead of implementation of the new structure.

Where staff are successful in securing a post within the structure, or elsewhere within the organisation, notice of redundancy will be retracted.

15.4 Assimilation

Where jobs have stayed the same or have changed by less than 20%, and there is no requirement to reduce numbers/FTE, the current post holders will be automatically assimilated into the new structure.

16 PEOPLE IMPLICATIONS

16.1 Support for Staff

Redeployee Status

Whilst 'at risk' of or under notice of redundancy employees will be given redeployee status (previously known as prior consideration) for posts on the same grade or one grade below, where they meet the essential criteria for the role. This means they will be considered before any other employees or outside applicants (except other redeployees) and will be turned down only if demonstrably unsuitable. If a suitable vacant post is one grade lower than your existing post, an employee will be eligible for pay protection for one year in accordance with the Council's Pay Protection policy.

All jobs are advertised at www.publicsectorjobseast.co.uk There is a box on the application form for employees to indicate that they have redeployee status.

Time off to seek alternative employment

Where an employee with two years' continuous service or more has been given notice of redundancy, he/she is entitled by law to 'reasonable' time off with pay to look for new employment or make arrangements for training for future employment.

All requests for time off should be discussed and agreed in advance with the line manager.

Adult Careers Service – Support with Application Writing and Interview Skills

Ahead of the recruitment and selection processes, a number of sessions will be delivered across the County by the Adult Careers Service, providing support to at risk staff on application writing/interview techniques etc. The following dates/venues are available:

17March 2015– Kreis Viersen room, Shire Hall Cambridge (14.00pm -16.30pm)

25March 2015 – Oates Room, Scott House, Huntingdon (13.30pm – 16.00pm)

30March 2015 – Room 5, Hereward Hall, March (9.30am -12.30pm)

To book a place please contact Tracey Roberts, PA to Sarah Ferguson at Tracey.Roberts@cambridgeshire.gov.uk. Places are limited so employees are encouraged to sign up as soon as possible if interested.

Managing your Future

The Organisational Workforce Development Team have also been running a programme of events, aimed at supporting staff at risk of redundancy. Under the title 'Managing your Future', events are continuing throughout March – Further detail can be found here:

<http://www.lgss.co.uk/Services/traininganddevelopment/Pages/MotivatingandInspiringOthers.aspx>

16.2 Interview dates

Post	Application form closing date	Interview Date	Ring-fenced post holders
Head of SEND Specialist Services (Ed Psychs B)		TBC	<ul style="list-style-type: none"> Principal Educational Psychologist
Manager SEND Services(MB4)		TBC	<ul style="list-style-type: none"> Parent Support Manager CountySpecialist Teaching Team Manager Area Specialist Teacher Team Managers Area Early Years Team Managers Area Senior Educational Psychologists Early Years County Manager & Senior Educational Psychologist
SEND Team Leader (MB3)		TBC	<ul style="list-style-type: none"> Parent Support Manager CountySpecialist Teaching Team Manager Area Specialist Teacher Team Managers Area Early Years Team Managers Area Senior Educational Psychologists Early Years County Manager & Senior Educational Psychologist
Children's Centre Strategy Manager (MB3)		TBC	<ul style="list-style-type: none"> Parent Support Manager CountySpecialist Teaching Team Manager Area Specialist Teacher Team Managers Area Early Years Team Managers Area Senior Educational Psychologists Early Years County Manager & Senior Educational Psychologist
Family Work (Early Help)Strategy Manager (MB3)		TBC	<ul style="list-style-type: none"> Parent Support Manager CountySpecialist Teaching Team Manager Area Specialist Teacher

			<p>Team Managers</p> <ul style="list-style-type: none"> • Area Early Years Team Managers • Area Senior Educational Psychologists • Early Years County Manager & Senior Educational Psychologist
Youth & Community Coordinators JNC (18 – 25)		TBC	<ul style="list-style-type: none"> • Youth Development Co-ordinators
Youth Development Coordinator (deferred redundancy post)		TBC	<ul style="list-style-type: none"> • Youth Development Co-ordinators <p><i>(Selection - progressing to interview if selection matrix unable to differentiate)</i></p>
Performance and Development Manager (Youth Offer) (MB3)		TBC	<ul style="list-style-type: none"> • Parent Support Manager • County Specialist Teaching Team Manager • Area Specialist Teacher Team Managers • Area Early Years Team Managers • Area Senior Educational Psychologists • Early Years County Manager & Senior Educational Psychologist
Children's Centres Ofsted Inspection Support Manager (MB2)		TBC	<ul style="list-style-type: none"> • Children's Centres Improvement Advisors (currently within Learning Directorate)
Family Work (Early Help) Performance Manager (MB1)		TBC	<ul style="list-style-type: none"> • Senior Social Workers • Children's Centre Service Development Managers • PEIP Co-ordinator • IAG Manager • Youth Development Co-ordinators*
Children's Centres Performance Manager (MB1)		TBC	<ul style="list-style-type: none"> • Senior Social Workers • Children's Centre Service Development Managers • PEIP Co-ordinator • IAG Manager • Youth Development Co-ordinators*
IAG Manager (MB1)		TBC	<p>IAG Manager</p> <p><i>(Selection - progressing to</i></p>

			<i>interview if selection matrix unable to differentiate)</i>
Family Work (Early Help) Business Support Manager AJF Level 3 (6/S02)		TBC	<ul style="list-style-type: none"> • Development Officer (previously Business Improvement Officer) • Children's Centre Project and Business Support Officer • Youth Development Co-ordinators
Children and Young People's Voice Coordinator JNC (19-22)		TBC	<ul style="list-style-type: none"> • Youth Development Co-ordinators
Senior Participation Worker	Feb/March 2016		
Participation Worker	Feb/March 2016		
Careers Adviser (Traded Service)	Feb/March 2016		

16.3 Voluntary Redundancy

During the consultation period, a number of individuals have put forward an expression of interest in voluntary redundancy (VR). The management team has been giving careful consideration to these, but has deferred the decision making to ensure that all individuals have opportunity to consider the consultation response before confirming whether or not they wish to proceed.

Where individuals have already expressed interest in voluntary redundancy and wish to proceed with their request, they are asked to submit a formal application for voluntary redundancy to Maxine Harriman, HR Manager, by **Monday, 23rd March 2015**. Equally, should individuals now wish to submit an application for voluntary redundancy, in light of the formal response, they have until this date to do so.

A copy of the application form can be found in Annex 3.

All requests for voluntary redundancy will then be reviewed and decisions confirmed thereafter. Individuals should ensure they are aware of and understand the implications of accepting voluntary redundancy, before submitting a formal application. Further information can be viewed on CamWeb at the link below:

<http://camweb.ccc.cambridgeshire.gov.uk/lgss/ptt/hrpolicyandstrategy/employee/leaving/redundancy.htm>

16.4 Right of Appeal

Employees have the right to appeal against redundancy on the following grounds:

- Unfair selection for redundancy from a group of employees doing the same

- work; and/or
- Lack of consultation; and/or
- Failure to seek suitable alternative employment

Further detail on the appeals process will be provided at the point formal notice of redundancy is issued. The appeals process will run concurrently with the notice period.

17 IMPLEMENTATION & TIMETABLE

Formal response to consultation published	Mid March 2015
Redundancy notice letters issued	1 April 2015
Appeals against redundancy Appeals against redundancy to be considered in line Council procedure and the results communicated to appellants in writing within one week of the appeals panel meeting..	
Support programme in place for Employees at risk/under notice of redundancy.	March – April 2015
Appointment and selection process <ul style="list-style-type: none"> • Assimilation of posts into new structure • Selection process for new/amended posts 	March – June 2015
Deadline for Voluntary Redundancy applications	23 March 2015
Decision on Voluntary Redundancy applications	30 March 2015
Implementation of new Children's Centre and Family Work Strategy and Performance Team	By July 2015
Implement new SEND Specialist Service	April - Sept 2015
Implementation of the new Youth and Community Coordinator posts	By July 2015
Senior Social Worker posts removed from locality structure	By July 2015
Transfer Young People's Worker posts from YOS to Locality Teams	By July 2015
Implementation of changes to Youth Support Services posts	By July 2015

County Youth Support Manager, Performance and Development Manager (Youth Offer), IAG Manager	
Selection process for Participation Officer, Senior Participation Officer and Careers Adviser (Traded Services)	Feb – March 2016
Review of Business Support	During 2015 for implementation by April 2016
Review Employer Services and Apprenticeship and Skills Development Manager post.	During 2015 for implementation by April 2016

18. Glossary	
CAF	Common assessment framework
CAMH	Child and Adolescent Mental Health
CFA	Children, Families and Adults
DAAT	Drug and Alcohol Action Team
DfE	Department for Education
FIP	Family Intervention Partnership
FTE	Full time equivalent
IAT	Integrated Access Team
IDVAS	Independent Domestic Violence Advisers Service
JNC	Joint Negotiating Committee
LAC	Looked after children
LARM	Locality Allocation and Referral Meeting
LSCB	Local Safeguarding Children's Board
MASH	Multi-agency Safeguarding Hub
MOSI	Model of staged intervention
MST	Multisystemic Therapy
NCS	National Citizens Service
NEET	Not in education, employment or training
RPA	Raising participation age
SCR	Serious case review
SEND	Special educational needs and disability
SSS	SEND Specialist Service
TAF	Team around the Family
VCS	Voluntary and community sector
YOS	Youth Offending Service
YPW	Young People's Worker