The background features several large, dark green, organic shapes that resemble stylized leaves or abstract forms. These shapes are positioned around the central text, with one large shape on the left side and another on the right side, both curving towards the center. The overall design is clean and modern.

**CHILDREN, SCHOOLS & FAMILIES:**

**COMMISSIONING & PREVENTION PHASE TWO  
CHANGE PROPOSAL**

**Response to Consultation**

**23 January 2017**

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## Foreword by Garath Symonds (Assistant Director, Commissioning & Prevention)

Dear Colleagues

In November we set out a range of proposed changes designed to deliver a new directorate wide model for Commissioning and Prevention. This was set within the context of the very challenging financial circumstances we find ourselves in, where we will not have the money in the future to pay for our current level of service. At that time, we proposed to delete 107 full time equivalent (FTE) posts, of which 50 FTE are vacancies. In total, reducing our establishment from 275 to 168 FTE. Our final structure, as set out in this document confirms the reduction in staff FTE from 275 to 168.



At the start of this process I stated that, whilst I cannot promise to always get it right I can confirm my commitment to our corporate values and a restorative approach. I truly hope that this has been your experience to date and in the spirit of transparency, I also want to acknowledge where we could have done better. Throughout the consultation the complexity of arrangements within the Early Years and Childcare Service (EYCS) has become evident. It is also clear that many functions will not benefit from being located in commissioning due to the nature of their work. Therefore, I acknowledge that with hindsight separating the change processes in the EYCS and the rest of commissioning may have been a simpler approach. However, I am satisfied that we have been able to work through the complexities and develop a suitable final structure.

During the consultation period we received contributions from colleagues, partners and others. We ran a series of listening events, drop in sessions, attended meetings with teams, met with individuals and received feedback and comments via our consultation email address and Surrey Says pages. We have welcomed contributions from colleagues within the wider directorate, from partners and from sector leaders. All of this feedback has contributed to the final structures set out in this document. The senior management team and I are very grateful for the detailed thinking, time and consideration that has gone into responses.

We have amended our proposals and developed a final structure and rationale, in line with feedback, which we believe will enable us to deliver improved outcomes for children and families within our budget envelope. We have revised some roles within the three commissioning teams to provide greater clarity on their scope and focus. In addition, we have decided to move many of the EYCS functions from CSF Commissioning to Family Services. There are changes to many of the functions we originally consulted on and while I appreciate that this will provide some further uncertainty, it is unavoidable given our commitment to genuine consultation. Further details of the final structures are outlined within this document.

Thank you all for the work that you do to support Surrey children and for your contributions shaping Commissioning and Prevention for the future.

Sincerely

Garath Symonds

## **Response to Consultation**

This document is issued in response to feedback received during the consultation period, which took place between 8 November and 22 December 2016, on the proposed changes to Commissioning and Prevention.

Thank you to all staff who provided feedback and suggestions throughout the consultation period. All feedback was greatly appreciated and highly valuable.

The document sets out the themes, suggestions and questions that came forward during the consultation. It also details the next steps in the change process and provides reviewed and finalised structures from the Commissioning and Prevention Phase Two process which will now be implemented.

The response is set out as follows:

1. Summary of themes
2. Feedback on process
3. New Structures
4. Next steps

### **Summary of themes**

A large volume of feedback was collected from a number of sources. Over 60% of staff attended one of the 14 listening events to offer feedback and to raise questions; many of which were answered within the sessions. Staff provided feedback at Drop in events with senior managers. Feedback was also gathered through staff emailing suggestions to the project email box or on the Surrey Says website. Feedback was also sent in by some Early Years and Childcare providers, either directly or via Early Years staff. Also feedback was received from the wider partnership and colleagues within the Children's Schools and Families Directorate.

Feedback collected mainly either focused on the process, such as HR queries, or on the actual proposal.

### **Feedback on process**

Much of the feedback on process was dealt with during the consultation process itself, but the most common themes were:

1. Communication
2. Job profiles and job titles
3. Location of posts
4. HR and application process

## **Communication**

A large number of comments related to initial lack of communication. It was stated that it was hard to determine the shape of the new service and comment honestly on what could work well, without being provided with enough information. It was also stated that this has a negative impact on professionalism, as it was felt that clear information could not be given to service users, thus creating unrest and uncertainty.

It was recognised that Commissioning and Prevention Senior Management Team (C&P SMT) had attempted to engage more with staff, for example, by offering to attend team meetings. It was also stated, particularly by the Early Years and Childcare Service (EYCS), that there were inconsistencies between leadership styles, with some teams receiving more face to face contact than others.

The frequency of contact was also a recurring theme. It was stated that communication should be on a regular basis, with frequent updates on progress. This was actioned and a weekly email written by a member of SLT was sent to staff, a FAQ page was created on Surrey Says and two further listening events were organised.

The language used throughout the process has been frequently commented on. It was stated that instead of writing in plain English, communication so far has contained too much jargon which is not easy to understand. The time that information is sent out to staff should also be considered; many said that they would prefer to receive communication on a Monday rather than Friday afternoon.

## **Job Profiles and Job Titles**

There was much concern around the job profile templates being too generic. By not containing enough information, feedback shows that staff were finding it hard to identify three appropriate roles to apply for. In recognition of this, additional information was circulated and drop in sessions were organised to help address this issue for staff.

Feedback was given on the appropriateness of job titles. It was stated that many job titles do not communicate clearly what the role's purpose is and many titles are very alike; both of which could be confusing. It was recognised that job titles did need to reflect roles better and not all job titles needed 'commissioning' in them. There was a particular concern regarding job titles for posts that sit within Quality and Experience. The final structures contain the revised job titles as a result of feedback from staff throughout the consultation period.

## **Slotting Process**

A number of staff queried if their roles should, and in one case should not, be slotted. All requests for slots have been reviewed with HR and the relevant senior manager and the final structure lists confirm where there are now agreed slots in the new structure. The number of posts which are slots have now reduced in the final structure.

## **Location of Posts**

A number of staff raised the issue of location and while the consultation document explained the rationale, this did not necessarily alleviate the anxiety, as stated, *"I am worried that the Senior Manager makes that decision, but the manager who I will work for may want all staff in one particular location"*. Others said that they would want to sit with their new team and share learning.

We have recognised that there is a small number of posts where the location of the post is less flexible and where that is the case have recognised that in the final structure lists. Our intention still remains to be flexible about bases and to prevent any relocation where possible unless absolutely necessary.

## **Application Processes**

This was one of the most common themes at the listening events and also raised via emails during the consultation. The key issues were whether the application process should be via an application form or a CV, with staff divided about the right way and the number of posts that anyone could apply for, as some thought three was not enough.

In terms of the application process, we will be requiring one CV with a personal statement (between 250 and 1000 words), which should outline your suitability for your preferences. Those expressing a preference for roles at grades 12 and 13 will also be asked to write a specific statement of application for each role at that level. This statement may be shared with key stakeholders involved in this selection process. On balance using a CV seems the best way forward, as it allows for flexibility and freedom to express individual strengths and experience. CV support has also been offered to staff in need of any advice or guidance.

We have decided to keep the limit of preferences to three as originally stated in the change proposal. Any posts unfilled after the recruitment process will be made available for applications for those affected by this restructure before going to the wider redeployee pool.

The intention is that each post will be filled following an interview but there may be some exceptions to this.

## **Feedback on the proposed new structure**

There were some clear themes in relation to the new structure which we have addressed below

1. Early Years and Childcare services including stakeholder feedback
2. The balance of number of posts at the different grades
3. Feedback specific to
  - Market Strategy
  - Insight and Innovation
  - Quality and Experience
  - Early Help

## Early Years and Childcare services including stakeholder feedback

Feedback came from staff and also from providers, such as childminders and nurseries. Feedback ranged from individual staff presenting positive feedback about their role and the impact of their work, to providers concerned about negative repercussions as a result of the reductions.

As part of the feedback, we encouraged alternative suggestions as to how we could achieve the intention of no longer having a specific Early Years and Childcare services as it currently exists, but an inclusive 0-19 (up to 25 with additional needs) service. The initial proposal set out how this could be achieved. However, staff feedback suggested alternative models which we have drawn on some small changes to ensure the savings needed are still realised. This approach has been discussed with sector representatives who broadly supported this proposal.

There will be a small, and reduced commissioning function for this early support service, and services being delivered will now all sit within Early Help. This means no posts will be transferring to Schools and Learning, but close working relationships will be maintained and developed especially in relation to SEND.

In summary the intention is to create a delivery team that will align with the Early Help structure which will consist of more generalist advisors working with both families and settings covering all aspects of the 0-5 work needed.

### The balance of number of posts at the different grades

Feedback said that the structure was very hierarchical; compared to other organisations which have tried to flatten. Suggestions were put forward to remove some of the 12 and 13 posts due to an overrepresentation and a lack of lower grades; but this would limit some staff's options and opportunities to develop.

We have reviewed the range of posts and roles to ensure that the structure we have created is proportionate and most beneficial for meeting the needs of families, young people and children across Surrey within our current financial constraints.

Please see the below chart which shows a breakdown of posts by grade.



## **Feedback specific to Market Strategy**

The following suggestions have been reviewed following feedback from staff.

We have moved the Early Years and Childcare functions to Early Help, with the exception of a core team working on sufficiency and business development. This team will co-ordinate audit, market development and establish new provision, working with Early Help and other services, in response to proposals that Early Years and Childcare functions would be more effectively delivered if managed from fewer areas.

In response to concerns that the previous grouping was too wide, we have amended the previously proposed grouping of services across Community Learning, Early Help and Early Years into two areas: Learning & Skills; and Early Help & Early Years.

In response to concerns about the numbers of senior posts overall we have reduced the number of the most senior (grade 12/13) posts from five posts to four.

The Senior Commissioning Manager (Strategic Relationships Management) has moved from the proposed location of Community Learning, Early Help & Early Years to SEND, but will remain working across Children, Schools & Families. We made this change in response to proposals that it would be better located in an area of high spend on contracts where there is a need to make significant improvements in value for money.

## **Feedback specific to Insight and Innovation**

The following suggestions have been reviewed following feedback from staff.

### **Performance Improvement area**

Having reviewed the feedback for this area we have removed one of the *S11 Senior Commissioning Manager - Performance products* role, and changed reporting lines for the *S9 Senior Commissioning Officers - Performance* so that there are fewer S11s and those that remain have clear reports. It is however still anticipated that this will be a flexible team.

We have also created a new *S9 Senior Commissioning Officer - Systems Support* in recognition of feedback that additional resource would be valued in this team given the increasing number of information systems that will be supported and to give parity with the *Senior Commissioning Officers - Performance* roles.

Feedback described both pros and cons to the Schools Data and Analytics roles and as to whether they should sit with Schools and Learning. We have decided to opt for a single team in Insight and Innovation and therefore no staff will transfer to Schools and Learning. In line with new arrangements across commissioning these roles will work directorate wide. The number of *S9 Senior Commissioning Officers - Performance* roles has increased.

## **Analytics Hub area**

Although the anticipation is that the four *S9 Senior Commissioning Officer - Analysis* roles would work as a flexible team the structure did not clearly represent this, leaving one of the S12 Lead Commissioning Manager roles without clear reports. This has been clarified in the new structure.

Responding to feedback regarding the development of information systems and the joining up of the different development programmes underway for different systems we have created a new role of Senior Commissioning Manager - Digital & Systems Development within the Analytics Hub area. This role will oversee this development and advance our broader digital development and innovation in close collaboration with IMT colleagues.

## **Commissioning Design Area**

The *Senior Commissioning Officer - Engagement* has been moved to this area of the structure based on feedback that the role would be better aligned with this team rather than within the Analytics Hub.

## **Feedback specific to Quality and Experience**

The following suggestions have been reviewed following feedback from staff;

### **Job title changes**

Having reviewed the consultation feedback for Quality and Experience, the most consistent message heard has been about job titles. Colleagues have feedback that job titles are inaccessible, not in line with our Safer Surrey approach and will not be meaningful to young people. As a result, the job titles below the senior tier have been amended, which we hope will better reflect and easily explain the work they will be doing.

### **Job functions and grades changed to better reflect opportunities within the Quality Team.**

We consulted on three x SP7 Children's Rights and Advocacy roles. Based on feedback received, we have reviewed the roles and have revised the structure to two x SP7 and one x SP6. It is felt that this change will enable more logical division of tasks within the team and allow for clear progression.

### **Restorative practice lead role in Quality and Experience**

As the directorate moves into its new strength based practice model, it will be important that we have reserved some senior expertise to support roll out within Commissioning and Prevention and more broadly. In addition as we move through further periods of financial challenge, it will be important that we have the right core resources to respond effectively and responsibly to demand and change. As a result we have identified a gap in our proposed structure and in response to this gap we are maintaining a senior position within Commissioning and Prevention to lead on strength based restorative working. This post will be "deployable" within the directorate, and with partners to meet needs as they are identified. We envisage this role will manage and support change, in partnership with others to lead strength based approaches, provide restorative solutions offer an element of traded service to partners and others.

While the statutory and operational elements of restorative practice provision have moved to the Early Help we have created 2 new posts to lead our restorative work.

### **Workforce development, training and learning.**

We received questions and feedback about the rationality of these roles sitting within Quality and Experience, working across the directorate and age groups. Some people felt this was a duplication, others were concerned that it would dilute the roles too much to ensure their effectiveness.

As already discussed, and as a result of staff and sector feedback we have decided to revise our approach to functions currently delivered within EYCS. This means we have removed seven posts from the Quality and Development team which were related to workforce development, training and learning.

### **Clearer differentiation between the Quality Team and the Quality and Development team**

We received feedback about the roles of these teams and suggestions that some posts from the Quality Team be moved to the Quality and Development Team. Our thinking in response to this was also influenced by the decision to move seven posts from the Quality and Development Team. As a result we have decided to organise these areas of work slightly differently. The quality team will now focus on quality oversight in practice, Independent Review Officers (IROs), Conference Chairs, Independent Visitors and Complaints and Advocacy providing an oversight of practice while delivering specific statutory functions. We have decided to retain the Quality Officer SP9 and the Information Administrator within the Quality Team to support the team's work in assessing and reporting the quality of practice that they witness and experience within the course of their roles.

We have therefore decided to move all other Quality roles to Quality and Development. We will see the Quality and Development team as the storytellers of the quality of our practice, drawing on local, national and international intelligence. On a monthly basis they will lead in providing the independent view of the quality of our practice across the directorate. These functions will be outward facing, scoping learning from local and national intelligence and support quality improvement.

### **Feedback specific to Early Help**

The following suggestions have been reviewed following feedback from staff;

There was a strong message that the delivery of services for children (0-5) and their families should sit within Early Help not commissioning teams. This means we have created an integrated delivery structure with some additional administrative capacity within the Early Help structure.

There was also feedback highlighting that reducing specific roles potentially created capacity issues but the development of more generalist roles delivering services and training to a wide ranging client group would mean we had a more flexible delivery service better able to adapt to meet the of children, families and providers in the 0-5 sector.

We have moved the statutory and operational elements of our restorative practice provision to Early Help.

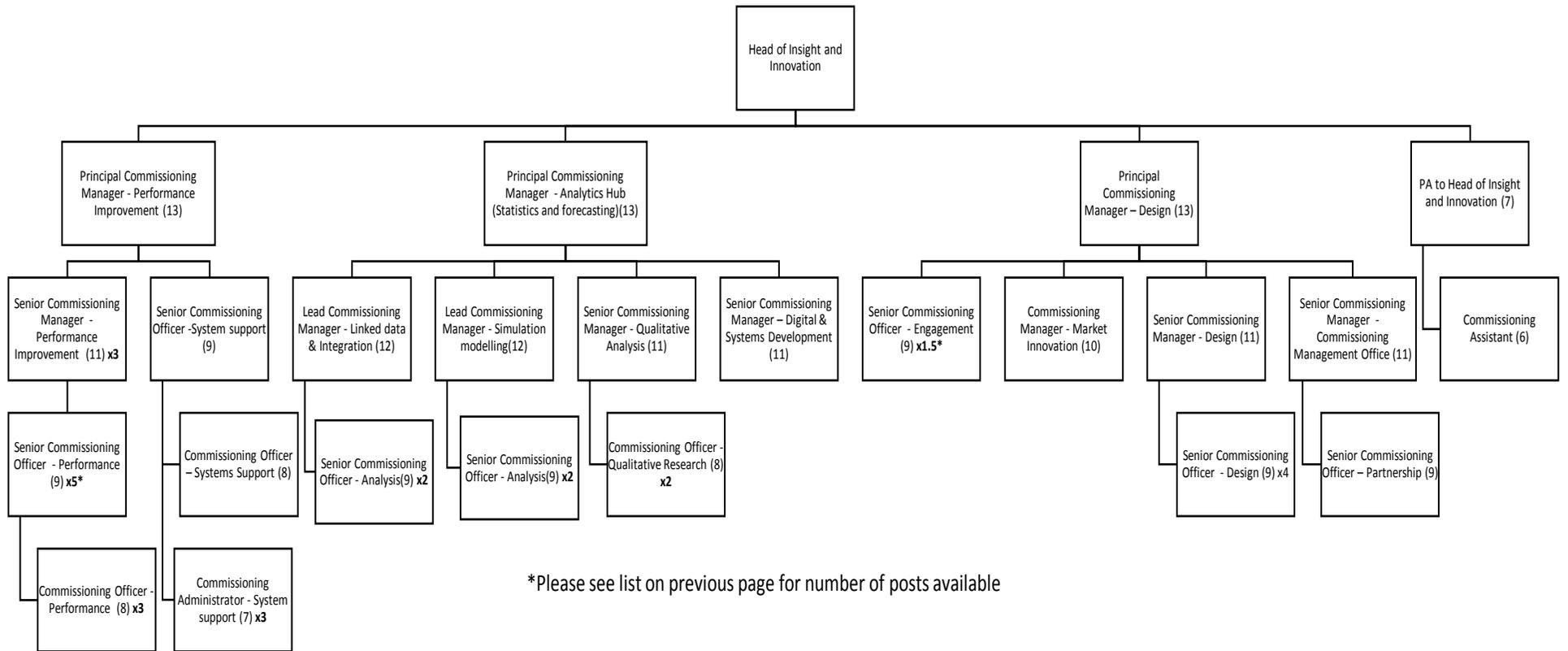
## **New structures**

The following pages identify the posts and structures following the consultation feedback and proposals. They reflect any changes in job titles, changes regarding whether posts are a slot or not and next to the job title is an indication of base office, where applicable.

## Insight and Innovation Posts

### Head of Insight and Innovation – William Balakrishnan

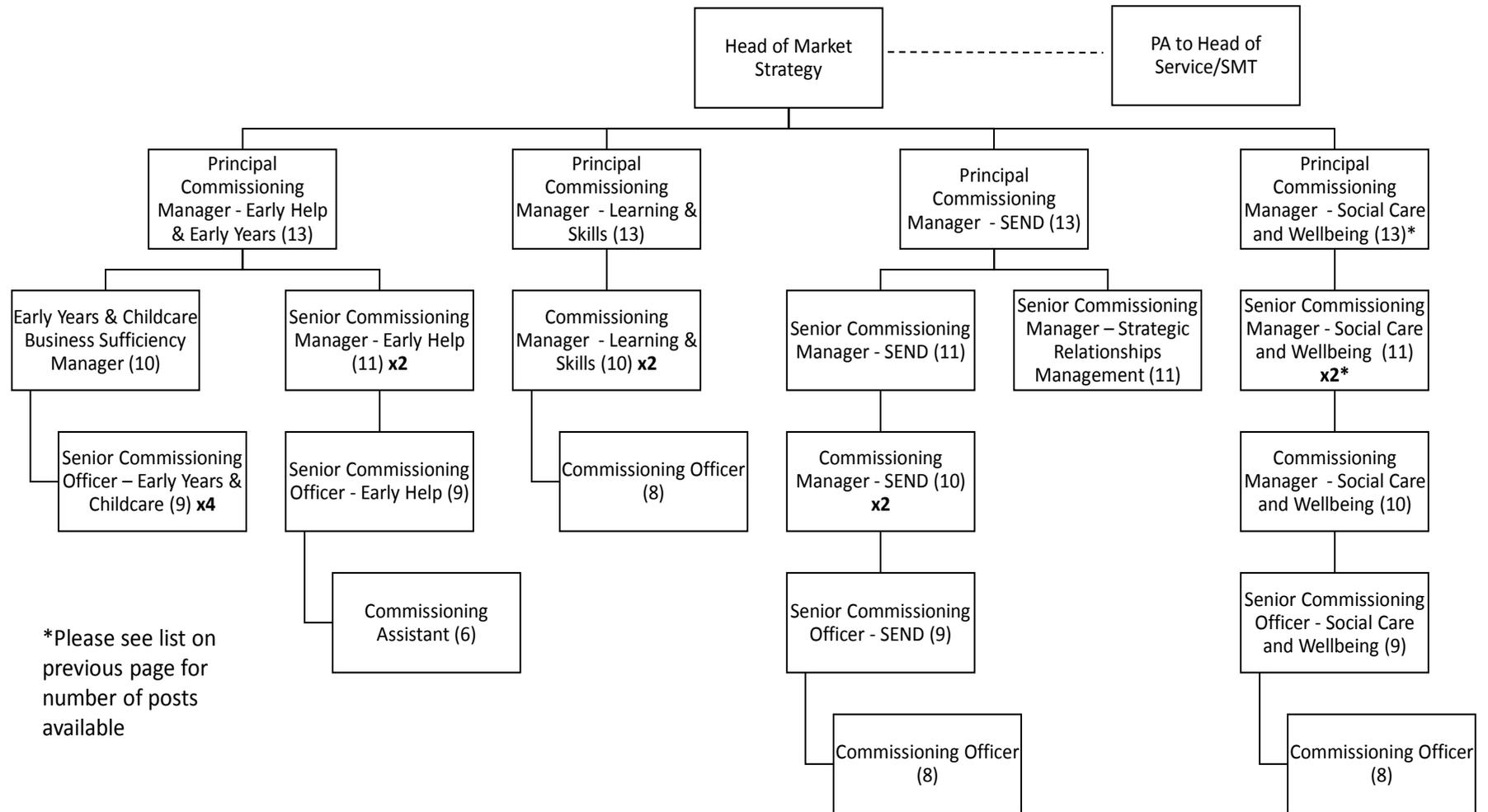
Title of Posts	Number of posts	Grade	
Commissioning Assistant	1	6	New post Ring fenced
PA to Head of Insight & Innovation ( <i>Based at County Hall</i> )	1	7	New post Ring fenced
Commissioning Administrator – Systems Support	3	7	New post Ring fenced
Commissioning Officer – Performance	3	8	New post Ring fenced
Commissioning Officer – Qualitative Research	2	8	New post Ring fenced
Commissioning Officer – System Support	1	8	New post Ring fenced
Senior Commissioning Officer – Analysis	4	9	New post Ring fenced
Senior Commissioning Officer – Design	4	9	New post Ring fenced
Senior Commissioning Officer – Engagement	1.5	9	New post Ring fenced <b>(0.5 post under offer)</b>
Senior Commissioning Officer – Partnership	1	9	New post Ring fenced
Senior Commissioning Officer – Performance	5	9	New post Ring fenced <b>(1 post under offer)</b>
Senior Commissioning Officer – System Support	1	9	New post Ring fenced
Commissioning Manager – Market Innovation	1	10	New post Ring fenced
Senior Commissioning Manager – Digital & Systems Development	1	11	New post Ring fenced
Senior Commissioning Manager – Design	1	11	New post Ring fenced
Senior Commissioning Manager – Commissioning Management Office	1	11	New post Ring fenced
Senior Commissioning Manager – Performance Improvement	3	11	New post Ring fenced
Senior Commissioning Manager – Qualitative Analysis	1	11	New post Ring fenced
Lead Commissioning Manager – Linked Data & Integration	1	12	New post Ring fenced
Lead Commissioning Manager – Simulation modelling	1	12	New post Ring fenced
Principal Commissioning Manager – Analytics Hub (Statistics & forecasting)	1	13	New post Ring fenced
Principal Commissioning Manager – Design	1	13	New post Ring fenced
Principal Commissioning Manager – Performance Improvement	1	13	New post Ring fenced



## Market Strategy Posts

### Head of Market Strategy – Frank Offer

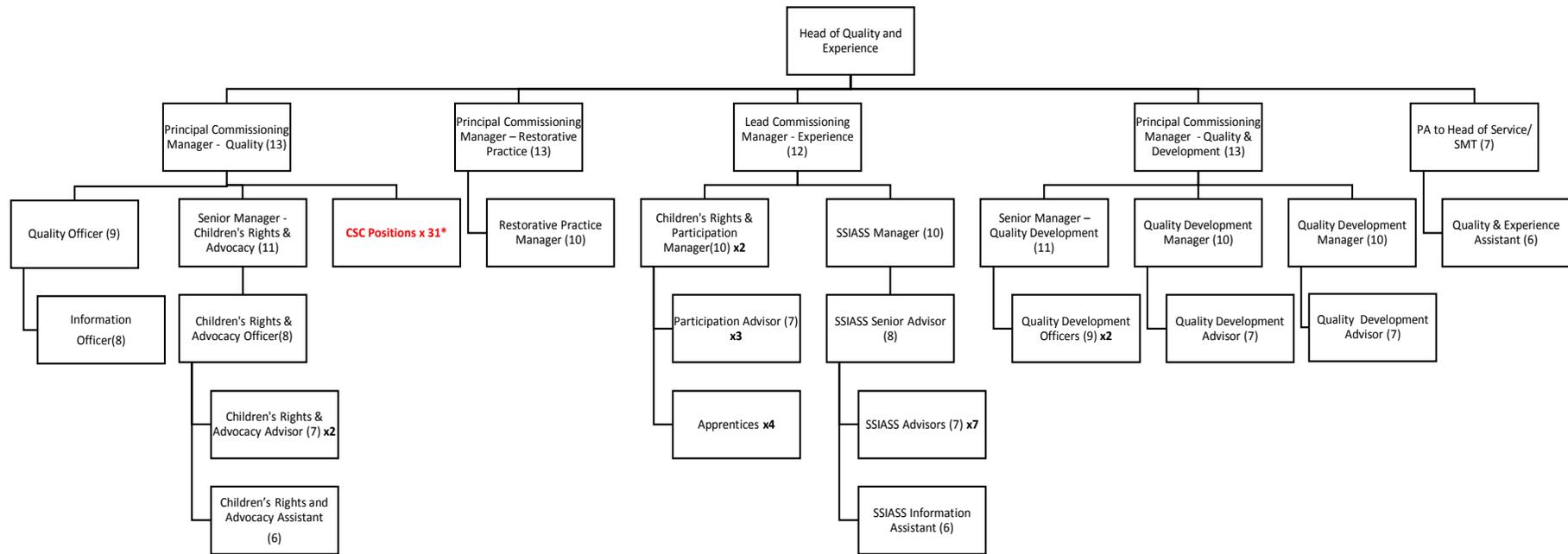
Title of Posts	Number of posts	Grade	
PA to Head of Service/ SMT <i>(Based at County Hall)</i>	1	7	SLOT – PA /Senior Administration Officer
Commissioning Assistant	1	6	New post Ring fenced
Commissioning Officer	3	8	New post Ring fenced
Senior Commissioning Officer – Early Years & Childcare	4	9	New post Ring fenced
Senior Commissioning Officer – Social Care & Wellbeing	1	9	New post Ring fenced
Senior Commissioning Officer – Early Help	1	9	New post Ring fenced
Senior Commissioning Officer – SEND	1	9	New post Ring fenced
Early Years & Childcare Business Sufficiency Manager	1	10	New post Ring fenced
Commissioning Manager – Learning & Skills	2	10	New post Ring fenced
Commissioning Manager – SEND	2	10	New post Ring fenced
Commissioning Manager – Social Care & Wellbeing	1	10	New post Ring fenced
Senior Commissioning Manager – Social Care & Wellbeing	2	11	New post Ring fenced <b>(1 post under offer)</b>
Senior Commissioning Manager – SEND	1	11	New post Ring fenced
Senior Commissioning Manager – Early Help	2	11	New post Ring fenced
Senior Commissioning Manager – Strategic Relationships	1	11	New post Ring fenced
Principal Commissioning Manager – Learning & Skills	1	13	New post Ring fenced
Principal Commissioning Manager – Early Help & Early Years	1	13	New post Ring fenced
Principal Commissioning Manager – SEND	1	13	New post Ring fenced
Principal Commissioning Manager – Social Care & Wellbeing	1	13	<b>Post under offer</b>



## Quality and Experience Posts

Head of Quality and Experience Belinda Newth

<b>Title of Posts</b>	<b>Number of posts</b>	<b>Grade</b>	
SSIASS - Information Assistant	1	6	SLOT – Information Officer
SSIASS Advisor	7	7	SLOT - Parent Partnership Advisor
SIASS Senior Advisor	1	8	SLOT – Senior Parent Partnership Supervisor
Children’s Rights and Participation Manager	2	10	SLOT - Children's Rights Manager (Participation) Job share plus one new post
SSIASS Manager	1	10	SLOT – Team Manager Partnership with Parents
Children’s Rights & Advocacy Assistant	1	6	New post Ring fenced
Quality & Experience Assistant	1	6	New post Ring fenced
Children’s Rights & Advocacy Advisor	2	7	New post Ring fenced
PA to Head of Service/ SMT	1	7	New post Ring fenced
Participation Advisor	3	7	New Post Ring fenced
Quality and Development Advisor	1	7	New post Ring fenced
Quality Improvement Advisor	1	7	New post Ring fenced
Children’s Rights & Advocacy Officer	1	8	New post Ring fenced
Quality Officer - Information	1	8	New post Ring fenced
Quality & Development Officer	1	9	New post Ring fenced
Quality Officer	2	9	New post Ring fenced
Quality Development Manager	2	10	New post Ring fenced
Restorative Practice Manager	1	10	New post Ring fenced
Senior Manager - Children’s Rights & Advocacy	1	11	New post Ring fenced
Senior Manager – Quality Development	1	11	New post Ring fenced
Lead Commissioning Manager - Experience	1	12	New post Ring fenced
Principal Commissioning Manager - Quality	1	13	New post Ring fenced
Principal Commissioning Manager - Quality & Development	1	13	New post Ring fenced
Principal Commissioning Manager – Restorative Practice	1	13	New post Ring fenced

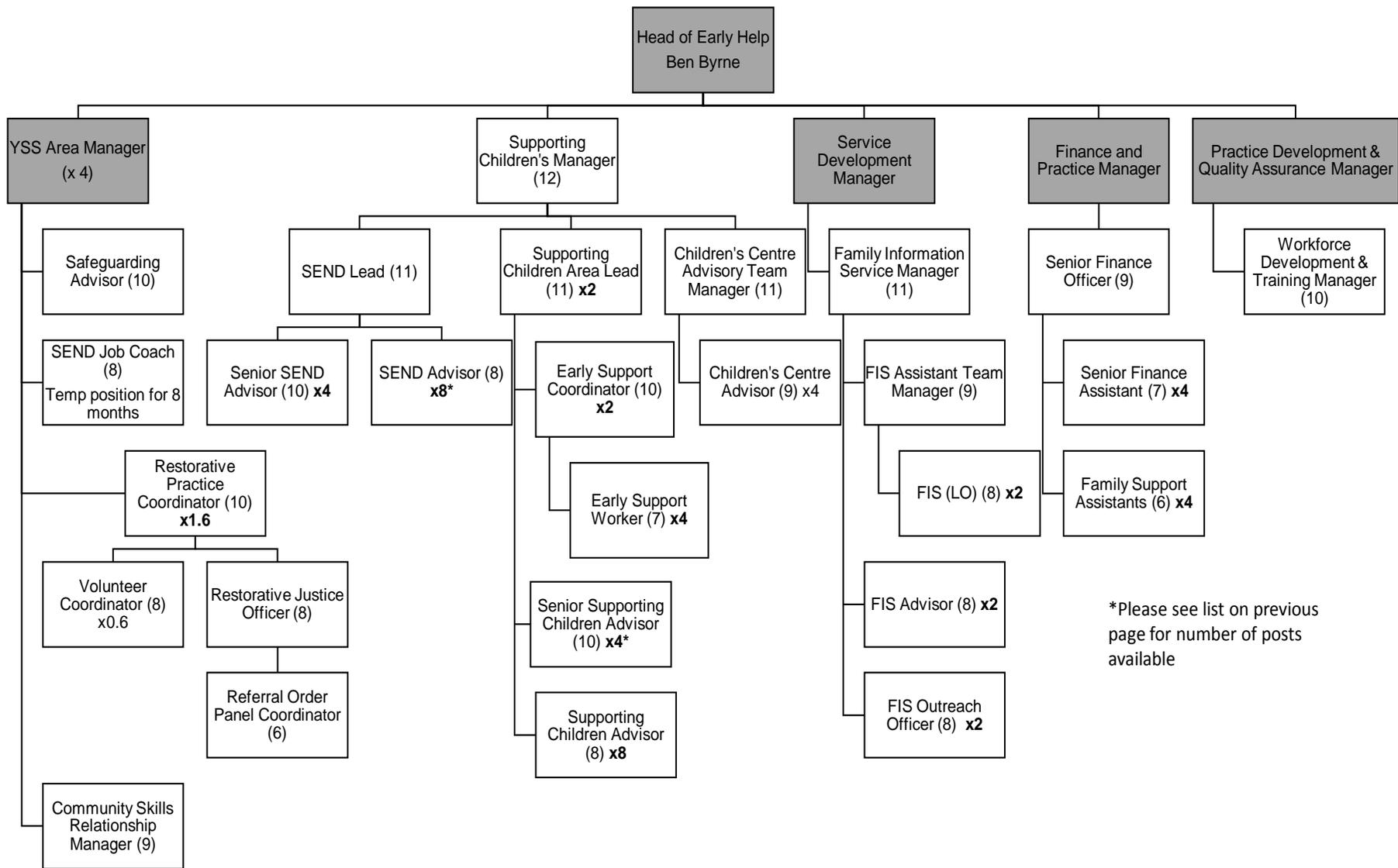


## Early Help Posts

The following posts will move to sit within the services managed by the Head of Early Help Ben Byrne

Title of Posts	Number of posts	Grade	
Referral Order Panel Coordinator	1	6	SLOT – Referral Order Panel Coordinator
FIS Advisor (LO)	2	8	SLOT - FIS Advisor (LO)
FIS Advisor	2	8	COMPETITIVE SLOT - FIS Advisor reduced posts
FIS Outreach Officer	2	8	COMPETITIVE SLOT - FIS Outreach Officer reduced posts
Job Coach	1	8	SLOT - SEND Job Coach
Restorative Justice Officer	1	8	SLOT - Restorative Justice Officer
Volunteer Coordinator	1	8	SLOT - Volunteer Coordinator
Children's Centre Advisor	4	9	SLOT – Children's Centre Advisor
Community Skills Relationship Manager	1	9	SLOT - Community Skills Relationship Manager
FIS Assistant Team Manager	1	9	SLOT – FIS Assistant Team Manager
Restorative Practice Coordinator	1	10	SLOT - Restorative Practice Coordinator
Safeguarding Advisor	1	10	SLOT – Safeguarding Children Advisor
Children's Centre Advisory Team Manager	1	11	SLOT - Children's Centre Advisory Team Manager
Family Information Service Manager	1	11	SLOT - Family Information Service Manager
Family Support Assistants	4	6	New post Ring fenced
Early Support Worker	4	7	New post Ring fenced
Senior Finance Assistant	4	7	New post Ring fenced
SEND Advisor	8	8	New post Ring fenced <b>(1 post under offer)</b>
Supporting Children Advisor	8	8	New post Ring fenced
Senior Finance Officer	1	9	New post Ring fenced
Early Support Coordinator	2	10	New post Ring fenced
Senior SEND Advisor	4	10	New post Ring fenced

Senior Supporting Children Advisor	4	10	New post Ring fenced <b>(1 post under offer)</b>
Workforce Development & Training Manager	1	10	New post Ring fenced
SEND Lead	1	11	New post Ring fenced
Supporting Children Area Lead	2	11	New post Ring fenced
Supporting Children's Manager	1	12	New post Ring fenced



\*Please see list on previous page for number of posts available

## Next Steps

### Appointment to New Posts

Employees who have not been slotted into posts will be ring fenced, meaning they can apply for any suitable role within the new structure. A suitable role is one where you meet the essential criteria for the role.

There will be a requirement for vulnerable staff to complete a preference form (Appendix A) to indicate up to three posts they wish to apply for. In terms of the application process, we will be requiring one CV with a personal statement (between 250 and 1000 words), which should outline your suitability for your preferences. Those expressing a preference for roles at grades 12 and 13 will also be asked to write a further specific statement of application of 250 words for each role at that level. These statement may be shared with key stakeholders involved in this selection process, Any additional information that you feel needs to be taken account in the selection process (e.g. carer responsibilities, disability or special circumstances) should also be given for consideration at this stage.

Any posts that are unfilled after this exercise will be opened up for applications from any staff made vulnerable in this process, who meet the key requirements for the posts. These applicants will be considered before any other recruitment process

### Voluntary Severance

As part of this process we would like to invite any volunteers to apply for severance by emailing a copy of the voluntary severance application form (Appendix B) to CP2 responses no later than **Midday 30 January 2017**.

- Email to : [cp2responses@surreycc.gov.uk](mailto:cp2responses@surreycc.gov.uk)
- Email Subject: Application for Voluntary Severance

In all cases, voluntary severance applications are subject to the support of the relevant Head of Service and approval from the Severance Review Group (SRG), on a case-by-case basis.

Once an application for voluntary severance has been accepted, there is no difference in the severance benefits payable in compulsory and voluntary redundancy.

We cannot guarantee that requests will be agreed.

Wherever possible we will endeavour to ensure that this will be before the recruitment process but this cannot be guaranteed.

Where an employee's application for voluntary severance is approved by the Severance Review Group they will not normally have to go through any processes associated with redeployment – that is the primary difference between seeking voluntary severance and being made compulsorily redundant.

There have been a number of requests for voluntary severance to be one of the three options on the preference form, but equally staff have said they would prefer not to have it included as it may influence how the panel views any application. We have decided that if staff want to indicate voluntary severance as a preference on the form they can do but there is no requirement to do this

## Timescales

The table below outlines the proposed dates for the restructure

<b>Timeline When?</b>	<b>What?</b>
23 January 2017	Response to consultation document distributed
25 January 2017 – 27 January 2017	Clarification of Job Descriptions Events
1) 9.30 am – 10.30am 25 January 2017	<b>Insight and Innovation</b> – County Hall Committee Room A
2) 11am – 12pm 25 January 2017	<b>Insight and Innovation</b> – County Hall Committee Room A
3) 9.30 am – 10.30am 26 January 2017	<b>Quality &amp; Experience</b> – The Bridge Youth Centre, Leatherhead
4) 11am – 12pm 26 January 2017	<b>Quality &amp; Experience</b> – The Bridge Youth Centre, Leatherhead
5) 1.30pm – 2.30pm 26 January 2017	<b>Market Strategy</b> – The Bridge Youth Centre, Leatherhead
6) 3.30pm – 4.30pm 26 January 2017	<b>Market Strategy</b> – County Hall Room 107
7) 1.30pm – 2.30pm 27 January 2017	<b>Early Help</b> – The Mansion, Leatherhead
8) 3pm – 4pm 27 January 2017	<b>Early Help</b> – The Mansion, Leatherhead
30 January 2017 <b>Midday</b>	Voluntary Severance Application deadline.
6 February 2017 <b>Midday</b>	Deadline for preference form submission for grades 12-13
Week commencing 13 February 2017	Interviews and selection for grades 12-13
13 February 2017 <b>Midday</b>	Deadline for preference form submission for grades 10-11
Week commencing 20 February 2017	Interviews and selection for grades 10-11
20 February 2017 <b>Midday</b>	Deadline for preference form submission for grades 6-9
February to March 2017	Ongoing recruitments and staff appointments Confirmation of approved voluntary severance
Week commencing 4 April 2017	New Commissioning service launched and staff event to be held

## **Additional CV support**

There are currently the following e.learning courses available which are accessible via My Learning. Once logged on to My Learning via SAP, you can access these courses any time via the internet.

Under My Learning, the following are listed under “My Job and Development” >”Personal Development”:

“Writing a CV”

“Career Appraisal”

“Completing a job application form”

“Preparing for a competence based interview”

“Presentation skills”

“Career Development”.

If you have any difficulty accessing these courses, please let us know and we will address it as a matter of priority.

In addition to the above, specific advice and support will be posted via CP Support/CSFY, and where possible your questions about your preference submissions answered.

General support include, general questions (e.g. layout of a CV, how to personalise supporting statements, etc.) can be answered here. If you would like some support on a one-to one basis please make an appointment by emailing CP Support/CSFY.

## **Guidance for staff currently on Maternity Leave**

We have now received advice from our colleagues in the Legal Team regarding the position of those on maternity leave and their entitlements. Unfortunately this took much longer to come through than was originally intended however we wanted to be sure of the advice we received in order to correctly structure our processes.

Reg 10 of The Maternity and Parental Leave etc. Regulations 1999 sets out

(1) This regulation applies where, during an employee's ordinary or additional maternity leave period, it is not practicable by reason of redundancy for her employer to continue to employ her under her existing contract of employment.

(2) Where there is a suitable available vacancy, the employee is entitled to be offered (before the end of her employment under her existing contract) alternative employment with her employer or his successor, or an associated employer, under a new contract of employment which complies with paragraph (3) (and takes effect immediately on the ending of her employment under the previous contract).

(3) The new contract of employment must be such that—

- (a) the work to be done under it is of a kind which is both suitable in relation to the employee and appropriate for her to do in the circumstances, and
- (b) its provisions as to the capacity and place in which she is to be employed, and as to the other terms and conditions of her employment, are not substantially less favorable to her than if she had continued to be employed under the previous contract.

Those on maternity leave, adoption leave or shared parental leave at the time have protection under Reg 10.

For the situation where job roles have been completely deleted and new roles created in the new structure, Reg 10 applies. In those circumstances managers will look at the skills and experience of the individuals concerned and based on this information they will be offered a suitable alternative role in the new structure.

For those in a role where there is not a deletion of the post but a reduction in the number of FTE carrying out that role, then there is not a redundancy situation until it is clear who has been unsuccessful for the remaining FTE roles. In that circumstance there will be an interview process and then if the person on maternity leave, adoption leave or shared parental leave is unsuccessful, at that point the management team will look to identify a post which they can be offered which meets their skills and experience.

Only if this is not possible would the person be put under notice of redundancy and be entered in to the redeployment pool, where again, they would have the right to be offered any suitable alternative post.

In order to support those who have been out of the workplace due to maternity leave, adoption leave or shared parental leave, we will be flexible in terms of the time and location of interviews and to accommodate for childcare arrangements, employees will be encouraged to undertake Keeping In Touch (KIT) days to enable themselves to get more up to speed with what has been happening in the workplace and their sector.

You are encouraged to discuss any support you feel you need with your line manager or HR contact to enable you to participate fully in this consultation.

Where staff on maternity leave have been offered a role this has been indicated on the structure document.

### **Pay Protection**

Where applicable, staff offered suitable alternative posts that may be at a lower grade (no more than one grade difference) will be entitled to one year pay protection.

### **What happens if I am not successful?**

Individuals who are not successful following the interview process will be issued with notice of redundancy and given access to redeployment support for the duration of their notice period.. We are committed to taking steps to redeploy, where possible, any staff whose job may become vulnerable through a restructure process.

Information about redeployment and support at Surrey is available on the external website [www.surreycc.gov.uk/redeployment](http://www.surreycc.gov.uk/redeployment) and in the Change Management policy available on s-net. We will be flexible in relation to how the reductions are made and will consider any alternative proposals offered. We will also consider voluntary severance, development, reduction in hours (individual or proportionate to a group) and job share arrangements where possible.

We were we asked if a second round of Voluntary Severance applications could be considered at the point staff found out if they had been unsuccessful for their preferred roles. The Voluntary Severance guidance allows for applications to be made at any point by a member of staff. Should this circumstance arise, employees are advised to have discussions with their line manager so the application can be submitted and considered. Due to time lines employees may have to initially take part in redeployment processes while their voluntary severance applications are considered. If their applications are successful, redeployment support will then come to an end.

### **Support Arrangements**

We fully recognise that this restructure will cause some uncertainty. But we do want to give everyone the best opportunity to prepare both themselves and their teams for future challenges.

Below are the different types of support activity that are currently available. We would also like your input – if there is anything that you feel is not mentioned that would help you and/or your team, please let us know, via your manager, so that activities can be tailored to suit your requirements where appropriate.

We appreciate that this is an on-going process and requirements may change throughout the consultation period so this is not the only opportunity you will have to communicate your needs for support; this is a continuous resource.

### **Employee Assistance Programme**

Employee Assistance Programme (EAP) is delivered through HELP Employee Assistance™. It is a free and confidential resource, available 24 hours a day, seven days a week. It provides practical information and counselling services. Contact details:

Call the helpline on:

- Freephone: 0800 731 8631
- Text relay number: 18001 0800 731 8631

Access the on-line support via:

- Employee Website - [www.surrey.helpeap.com](http://www.surrey.helpeap.com)
- Managers Website - [managerdemo.helpeap.com](http://managerdemo.helpeap.com)
- Wellbeing Zone - [www.surrey-help.wellbeingzone.co.uk](http://www.surrey-help.wellbeingzone.co.uk)

Click 'Sign Up' and use organisation code 'Surrey1'.

For more information about the support outlined above, please look at the redeployment web pages at [www.surreycc.gov.uk/redeployment](http://www.surreycc.gov.uk/redeployment) if you have any queries regarding your personal situation, please speak to either Belinda Newth, Frank Offer, William Balakrishnan, Ben Byrne, or HR contact.

### **HR Advice and Support**

Senior HR Advisor: Amanda Crouzen, Email: [Amanda.crouzen@surreycc.gov.uk](mailto:Amanda.crouzen@surreycc.gov.uk), Tel: 0208 213 2649

My Helpdesk HR, Email: [myhelpdeskhr@surreycc.gov.uk](mailto:myhelpdeskhr@surreycc.gov.uk), Tel: 020 8541 9000 select option 1

## Trade Union

You may be a member of a trade union and below are the contact details for the local representatives.

<b>Unison</b>	
Jane Armitage Jane.armitage@surreycc.gov.uk 07815 534 666	Sandy Gow sandy.gow@surreycc.gov.uk 020 8541 9091/2
<b>GMB</b>	
Tina Hood Tina.hood@surreycc.gov.uk 0208 541 9840	
<b>Unite</b>	
Ciaran Cleasby Ciaran.cleasby@surreycc.gov.uk 07773 244679	
<b>Prospects</b>	
Claire Dent Claire.Dent@prospect.org.uk	

## Links to other useful information

[Change management policy](#)

[My wellbeing assessment tools and training](#)

[Redeployment](#)