



# **Your Choice Barnet Consultation Paper**

## **UNISON response**

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## Executive Summary

**Inadequate** financial arrangements at the setup stage together with **poor** financial **monitoring** has resulted in a shortfall in working capital thus requiring £1m loan to improve cash flow to meet day to day payment liability.

The change of the charging basis from block to usage basis and its impact was neither anticipated nor understood leaving an income **shortfall** of **£1m**.

The flat charge rate does not reflect the actual costing which can include enhanced payments resulting in income **never catching up** with costs to produce required profit.

There has been little or **no** evidence of **understanding** the business to anticipate deliverable growth for the future.

Winning **new business** was identified in the Business Plan 2012 as a key area which was **critical** to the success of the LATC. And yet the Business Plan – a Plan accepted by Barnet Homes - never looked at what might make YCB less competitive, namely the costs.

The inherent continuous pressure on income stream resulting from the methodology used for determining Personal Budgets is either **not understood** or ignored.

The current proposal **undermines** the need for qualified, professional, **skilled staff** to work in areas of care, the consequences of which are **dangerous** for service users and also for staff.

The Waking night service is set to be **radically reduced** as there has been no evidence to support the need for this service.

The removal of enhancements of a predominantly female workforce who are also often of black and ethnic minority backgrounds leaves YCB as an 'associated employer' open to potential **Equal Pay** challenges.

## Recommendations

### 1 Return YCB services to L B Barnet

In the event that YCB ignores the above recommendation UNISON recommends the following actions as a matter of urgency:

- 2 **Extend block contract**
- 3 **Retain enhancements for staff**
- 4 **Cease the benchmarking exercise**, see Appendix D
- 5 **Delete the post of Director of Social Care**
- 6 **Reinstate fully staffed night shifts**
- 7 **Provide an undertaking that an independent forensic financial review is carried out to establish business sustainability and viability of YCB**
- 8 **Require Winterbourne training as mandatory for all Board members and senior management**

## 1. Introduction

At the start of March 2013 a 90 day consultation on proposed changes with staffing implications began with Your Choice Barnet (YCB) and the Trade Unions were presented with the document entitled "Consultation Paper" (Appendix A).

This document is UNISON's response to the proposals set out in the YCB Consultation Paper.

## 2. Background

In February 2012 Barnet Council transferred learning disability and physical and sensory impairment services for adults to a Local Authority Trading Company (LATC) together with Barnet Homes, the Arms Length Management Organisation managing the council housing stock. About 160 staff (145.6 Full Time Equivalents) in Adults services transferred to the LATC.

The services are described in Table 1.

Table 1: **Adult In-house Services**

Service	Description	Establishment (Full-Time Equivalents)
<b>Learning disability</b>		
Agatha house	a small, six bedded residential home	9.5
Flower Lane Autism Service	specialist services and community day opportunities for people with Autistic Spectrum Conditions	26.1
The Space	building and community based day opportunities	19.2
Rosa Morrison	building based day opportunities for people with profound, multiple learning disabilities	24.3
Valley Way	respite service that offers short break stays for adults over 18 with severe learning and physical disabilities	12.6
Barnet Supported Living Service	daily living support for people with their own tenancies	26.3
Community Support Team	community based day opportunities to promote inclusion, skills development and access to employment	12.8
<b>Physical and sensory impairment Services</b>		
Barnet Independent Living Service	building and community based day opportunities to promote inclusion and independent living	11.8
Business Development Unit		3.0
Total		145.6

Source: Future of Adult Social Services in-house provider services project Business Case, May, 2011.

One of the key reasons for setting up these services as a Local Authority Trading Company was cited as the change to have all service users receiving their care in the form of a Personal Budget, which they could use to purchase their services directly from Your Choice Barnet. This was set out on page 8 of the Barnet Group Ltd Business Plan approved at the Cabinet Resources Committee (CRC) January 16<sup>th</sup> 2012, which described it as:

"a strategic fit with the personalisation agenda for Adult Social Care; the latest statement of policy in the 2010 adult social care vision sets out the ambition is to have all service users on personal budgets, preferably as direct payments, by 2013."

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Whilst it is true that in-house services cannot be purchased with a Direct Payment, this is **not** the case for a Personal Budget. A service user can decide to have part of the Budget used for in-house services and the rest of it paid out as a Direct Payment. Indeed a service user may wish to have none of the Budget paid out as a Direct Payment. These arrangements are already in place in the Council and we have been provided with a breakdown from Adult Social Services demonstrating that all these variations exist. It is also true that the Government has expressed a wish for services/ Budgets to be issued in the form of Direct Payments but nowhere has the Government said they must be issued in this form. The truth is the Council has failed to produce any kind of evidence that service users would choose to have a Direct Payment knowing this would exclude them from the very service they wish to access. Nor has the Council produced any evidence that what we are expressing here in terms of point of fact over Direct Payments and Personal Budgets is inaccurate. Indeed in negotiations they have agreed with us.

The argument regarding Direct Payments is therefore a complete red herring.

UNISON always doubted the viability of the Business Case and this has been confirmed with the Your Choice Barnet Consultation Paper March 1<sup>st</sup> 2013 outlining the main issue as being a funding/ income gap of £1million pages 4 and 5, paragraphs 3.2 and 3.2:

“3.2 Your Choice Barnet are currently projecting a loss for 2012-13 of approximately £60,000. This amount would have been higher but as illustrated at 3.4 below some efficiency savings have been achieved. There is also currently a query from the Council in respect of £345k that has been paid in respect of growth and the projected loss does not take account of any monies that might need to be repaid. If no changes are made with regard to efficiencies, the change from a block contract to payment-by-actual would create a gap of approximately £1m. This does not necessarily mean that people have stopped using service, but rather that the arrangements for the block contract did not accurately reflect day-to-day usage, meaning that the Council has paid above the market rate in Year One.

The move to payment in arrears has a **significant impact** on cash flow which will be addressed once savings have been delivered and therefore Barnet Homes has agreed to provide a 3 year loan to Your Choice Barnet. This loan has been agreed by the Barnet Homes Board and is subject to commercial interest rates. It will be repayable by lump sum payments at the end of each year of the term of the loan.

We could have improved the cash flow by implementing changes earlier but we wanted to take appropriate time to ensure our proposals did not negatively affect our services and to provide long term security of services and viability. The budget has been forward planned to ensure that Your Choice is able to move to a surplus position by the end of Year Three of operation and to be able to repay the loan.

3.2 Moving from a block contract with fixed income, which in itself presents a challenging budget, to personal budgets where there is no guarantee of demand poses a risk of potential reduction in revenue.”

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In order to deal with this problem the YCB Consultation Paper proposes several significant attacks on the terms and conditions of the staff at page 4, paragraph 2.4:

- “• **Review the structure which will result in 6.8 posts being deleted and the introduction of a new management structure**
- **Deletion of enhanced payments and introduction of a 7 day week**
- **Benchmarking of salaries with similar organisations and the introduction of a new salary structure in line with the findings of the benchmarking exercise”**

In fact the “review of the structure” also sees the culling of the more skilled staff as the numbers of assistant managers, deputy managers, team leaders and seniors reduce from 18.8 to 5.3; Support Workers and Night Support Workers are reduced by some 29 posts and this is somewhat offset by the creation of 20.5 Assistant Support Workers earning around only 66% of the pay of Support Workers.

### **3. Key Risks**

#### **3.1 Financial Viability**

##### 3.1.1 Reliability of Financial Projections

The initial financial projections in the Business Case 2011 were **amended** when the due diligence was completed in 2012. These revised financial projections we now know to be **materially inaccurate**. Inadequate financial arrangements at the setup stage together with poor financial monitoring has resulted in a shortfall in working capital thus requiring £1m loan to improve cash flow to meet day to day payment liability.

The change of the charging basis from block to usage basis and its impact was neither anticipated nor understood leaving an income shortfall of £1m.

The flat charge rate does not reflect the actual costing which can include enhanced payments resulting in income never catching up with costs to produce the required profit.

The YCB Consultation Paper cites at the first 3.2 paragraph on page 4 the problem of a gap of £1million as a result of the block contract not accurately reflecting day to day usage and that the Council had been paying above market rates in Year One. The aspiration is that by implementing the proposals in the document and the loan of £1million from Barnet Homes, YCB will be operating at a surplus by the end of Year 3 – presumably 2016. YCB will repay the loan to Barnet Homes at the commercial rate of 6% per annum.

UNISON does not understand why it was necessary to go to the length of having a contract drawn up around the loan from Barnet Homes. Drawing this contract up would have incurred costs, usually around solicitor’s fees. In discussions with the

Trade Unions YCB has been clear that if YCB is not in a position to repay the loan then Barnet Homes would lose the £1million out of its £2million reserves. This was not described to us as being desirable but it would not cause any problems in terms of day to day operations for Barnet Homes. A loan contract implies an intention to sue if the contract is broken. It does not seem probable that Barnet Homes will sue YCB if there is a failure to keep to the repayment arrangement. So why go to the expense of setting up a contract?

The second 3.2 paragraph on page 5 (Consultation Paper) notes no guarantee of demand and that this is a risk of a reduction in revenue. Therefore there is an ongoing risk to revenue as a result of moving to an arrangement whereby people simply pay for the session they attend.

Compare this to the old block contract arrangement whereby the Council paid the cost for running the services whether the services were being used to capacity or not. The new payment arrangement means that someone may be booked, for example, to attend a day service for 3 days a week over a 3 month period, but find they are too sick to attend for 1 month. Non-attendance now equals no pay and this now represents a loss of income for the service. This was not the case under the old block contract arrangement, hence the reference to no guarantee of demand and the risk to a reduction in revenue.

UNISON believes we continue to be right to be sceptical of a plan to run these services as a business (and we have made this point in earlier reports opposing the setting up of a Local Authority Trading Company) because of the inherent vulnerability of their revenue stream.

### 3.1.2 Understanding the Business

There has been little or no evidence of understanding the business to anticipate deliverable growth for the future.

**Table 2: Due Diligence Adjustments to Original Business case YC Barnet Ltd:**

<b>Your Choice Barnet Limited</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Original Business Case - Loss / (Profit)</b>	<b>282,260</b>	<b>48,107</b>	<b>(106,665)</b>	<b>(143,145)</b>
<b>Due Diligence Adjustments</b>				
Irrecoverable VAT on trading - reduction	(231,700)	(231,700)	(231,700)	(231,700)
VAT on support Services - reduction	(71,036)	(71,036)	(71,036)	(71,036)
Group Cost Adjustments	(800)	(800)	(800)	(800)
Additional direct costs	157,000	168,500	197,500	212,000
Buildings Contract Budget- Council retained	(294,000)	(294,000)	(294,000)	(294,000)
Transport Budget (Council retained)	(537,644)	(537,644)	(537,644)	(537,644)
Overheads not previously charged to ASCH	55,655	55,655	55,655	55,655
Reduction of income (volumes and profile)	817,168	648,974	532,554	569,034
LD income - omitted from model	(262,242)	(262,242)	(262,242)	(262,242)
<b>Profit - Revised</b>	<b>(85,338)</b>	<b>(476,186)</b>	<b>(718,378)</b>	<b>(703,878)</b>



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It could be argued that once these measures have been implemented YCB will turn a corner and will experience growth. The Business Plan submitted to Cabinet Resources Committee (CRC) January 16<sup>th</sup> 2012 shows that **Barnet Homes** did, in fact, **interrogate** the detail of the business they were receiving:

“This original business case financial position predicted a loss in Years 1 and 2 with surpluses being made from Year 3 onwards. Following the due diligence exercise, profits can be expected for all 4 years. The position outlined in the above table has been agreed with Barnet Homes LTD”. (See page 14, paragraph 6.4 CRC 16<sup>th</sup> January 2012).

Yet **Barnet Homes** got it so wrong.

- How can YCB only say now that the block contract did not reflect the day to day usage?
- Did no one think to undertake an analysis and project forward the effect of moving away from a block contract onto receiving income via personal budgets before the LATC came into being?

UNISON believes that to get this so badly wrong is a sign of gross incompetence and as such we have no confidence the proposed rescue package will even succeed.

- What forward planning has YCB done to check their proposals are viable for the future?
- What guarantees has YCB sought from LBB (the dominant source of their income) to secure a clearer picture about their future business viability?

The March 2013 YCB Consultation Paper rightly states page 6, paragraph 3.5:

“A key area of the original Business Plan for YCB was to win new business, in Barnet and beyond, and bring growth to the organisation. Our current structure, pay and benefits mean that the fees required to be charged for services make it less competitive to sustain the business or win new business against our competitors who have lower costs.”

However, this point is a little misleading as not only was “**winning new business**” a key area in the Business Plan 2012, it was in fact **fundamental** to the success of the LATC. And yet the Business Plan – a Plan accepted by **Barnet Homes** - never looked at what might make YCB less competitive, namely the costs.

The report UNISON submitted January 2012 had this to say:

*“The business plan refers to the “...expectation that the LATC will generate business from a wider group of services users including other local authority areas, self-funders, and other vulnerable people. This proportion grows over the four years from 3% to 9% of target income. The LATC could also gain new business from existing adult social care service users, whose needs have previously been met by other external providers” (page 55). [...]*

The branding and widening service proposals will incur significant staffing and operational costs over and above any savings that might be achieved, for example, by reducing the opening hours of some facilities.”

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(Page 11, The Barnet Group Ltd. **Local Authority Trading Company: Privatising Adults and Housing Services** by Professor Dexter Whitfield January 2012)

This is almost identical to the response from Your Choice Barnet as UNISON queried YCB's ability to grow since its inception:

"in most cases additional clients and hours doesn't offset the projected losses as we need additional staff to deliver growth and our costs in most cases are higher than the market rates." (YCB response to a question from UNISON regarding referrals, 3<sup>rd</sup> April 2013).

This was never understood at the time and so UNISON was right to say the Business Case was **flawed** at the time and we believe we are right again to say it continues to be **flawed**.

Even if growing new business would resolve the problems for YCB, its ability to win new business has so far not gone well. The number of new referrals for the entire service since February 2012 is 9, see Appendix B.

### 3.1.3 Managing Costs

A suggested advantage for becoming an LATC is that YCB would be able to cut its costs, in terms of e.g. IT:

"One of the advantages of delivering services independently from the Council is the potential to enhance financial viability and achieve savings on the back of reduced 'back office' support costs and corporate overheads. In 2009/10 the recharge to the in-house services for their share of the 'back office' support and corporate costs was £1.67m, 19% of total costs. A high proportion of this was attributed to IT, which does not seem an accurate reflection of cost given that the vast majority of staff within the services does not use IT as part of their role." Page 28 of Appendix A, [Business Case](#) May 2011 report CRC May 2011.

As can be seen in the response around IT to questions around "Service cost" in Appendix C, the Barnet Group is still purchasing its IT through Barnet albeit with a reduced cost. In staff consultations we were told this was because YCB had identified **a cheaper provider** and could have gone with this but **LBB** stepped in and insisted on YCB staying with the Council. Coincidentally the entire Council IT was wrapped up as part of a package (NSCSO) in the massive Council outsourcing project to **Capita**. We speculate that groups such as YCB jumping from the Council's IT system would jeopardise that contract with Capita and therefore the LBB plans to privatise that entire system. Even if it meant covering the difference between YCB's identified lower IT cost to keep them on board and help protect that project, this was preferable. Whilst the difference in money we are talking about does little to deal with YCB's overall financial problems, it is still galling to know that when it comes to **securing profit** margins for private companies, LBB sees this as a **higher priority** than protecting workers' terms and conditions.

### 3.1.4 Effect of Personal Budget on Income Stream

The inherent continuous pressure on income stream resulting from the methodology used for determining Personal Budgets is either not understood or ignored.

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Throughout the entire preparation for the creation of YCB the consistent argument for its creation was that a move to personal budgets would necessitate setting the services up in that way. It would enable people to purchase their support from those services using Direct Payments. The fact that such in-house services exist all across the UK and that there is no prohibition on purchasing an in-house service using a Personal Budget, was neither here nor there. UNISON has always believed there is a relationship to Personal Budgets in the rationale for setting up YCB but it has almost **nothing** to do with service user “choice” and everything to do with forcing **reductions** on YCB costs as the YCB income stream now comes via the service user. If the personal budget does not cover the cost of services from YCB then those services will either have to fold or cut their costs as service users will otherwise have no choice than not to use them. UNISON raised a question around this when setting up an LATC was still in discussion:

“What are the management implications if/when the personal budget is not adequate to “buy the support” service users want? *This **outside scope** of this project as this forms part of the Choice and Independence Programme within ASS.*” (Answers from the In-House Services Options Project to the Trade Union’s questions, July 2010).

UNISON believes this is precisely the difficulty expressed in the first 3.2 paragraph on page 4 of the Consultation Paper. Therefore as the pressure is constantly on Local Authorities to reduce costs then the rates for personal budgets will always be vulnerable as will the services dependent on people using personal budgets for their services. UNISON believes LBB set up YCB precisely to be in a position to undermine the staffing costs and so be able to reduce its expenditure on Personal Budgets.

UNISON has been told many times that the issues facing YCB would be present even if run as an in-house service. Whilst this is true, it is also the case that those issues would be taking place in a completely different context, namely in a body which has significant other resources to draw on than as a small group expected to carry itself financially and independently.

The total budget for YCB is around **£6million** according to the Business Plan submitted to CRC January 16<sup>th</sup> 2012, page16. The difficulty experienced by YCB, expressed as **£1million**, equates to one sixth of their budget. It is UNISON’s view this is a sign of **failure** and not of success, nor does the plan to remedy this inspire confidence for future viability and so therefore the LATC should be **brought** back in-house.

### **3.2 Reputational Risk**

The [Francis Inquiry](#) February 2013 and lessons learnt from the Winterbourne Hospital Inquiry [Transforming care: A national response to Winterbourne View Hospital Department of Health Review: Final Report](#) December 2012, Department of Health show the need for **qualified, professional, skilled staff** to work in areas of care. Otherwise the consequences are dangerous for service users but also for staff. There is a need to balance the priorities of quality of service against the financial issues:

“It is clear from the evidence at both inquiries that the Trust was operating in an environment in which its leadership was expected to focus on financial issues,

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and there is little doubt that this is what it did. Sadly, it paid insufficient attention to the risks in relation to the quality of service delivery this entailed.”

“The complaints heard at both the first inquiry and this one testified not only to **inadequate** staffing levels, but **poor** leadership, recruitment and training. This led in turn to a declining professionalism and a tolerance of poor standards.” (Page 45, Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry February 2013 Executive summary).

UNISON has asked about consultation with parents/ carers of service users. We believe this consultation should have been subjected to a rigorous consultation exercise with this group as there is clear evidence the changes proposed will have an effect on the people they care about. Fundamental to continuing in a caring role is knowing others can be fully trusted to give a carer a break from worry and their responsibility.

### **3.3 Safeguarding Risks**

#### 3.3.1 Increased turnover

There is a high level of overlap in the job description between Support Worker and Assistant Support Worker and yet there is a large gap in pay between the two. It is the case a relatively large number of colleagues will leave the service all in one go with redundancy as they have had their request for voluntary redundancy accepted. This, in and of itself, will lead to a significant turnover of workers who have well-established relationships with service users and colleagues.

#### 3.3.2 De-skilling

Furthermore experienced and skilled staff will be replaced with **less** experienced and **less** skilled staff in terms of the particular service users in YCB. Any new member of staff will need time to develop a relationship with individual service users and this relationship is highly critical with people needing support, particularly where the service user has difficulty with verbal expression. A new colleague will need support to feel confident in understanding the needs of the service user they are working with. In addition some of the former Support Workers may end up working as Assistant Support Workers suffering a cut in pay of around **30%** but broadly speaking carrying the same duties they were before and feeling completely demoralised by the new situation. This will also have a **negative** effect on the people they are working with. UNISON believes there is a risk all colleagues will feel overloaded with unrealistic demands placed on them with an increased potential for **mistakes** to happen with service users. There is a **high risk** of continued low morale, which again will have a knock-on effect for service users who will be living in a space where colleagues are unhappy.

#### 3.3.3 Reduced Cover

The Waking night service is set to be **radically reduced** as there has been no evidence to support the need for this service. This is hotly contested by colleagues carrying out those shifts. They have raised a number of **concerns** from dealing with **continence** issues whilst at the same time managing a different service user requiring 1:1 support. These are conflicting priorities:

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- Do they bring the service user in to the room whilst the staff member is busy assisting someone else with their toileting needs (issues around safety and dignity)?
  - What do they do if someone needs to be escorted to hospital?

It has been suggested that a staff member from the neighbouring Supported Living Unit would then come in to support the colleague in Valley Way. Yet this leaves the service users **exposed to risk** in Quartz Court. Also breaks for Waking Night staff have not been adequately addressed as they are supposed to plan their break around when it is quiet, thus meaning they are always on call. This does not constitute a break. Issues around how a single night worker will carry out manual handling to change bed sheets, if soiled, have not been responded to. The Consultation Paper optimistically has this to say p.8, 4.3:

“For continence issues, those who require changing in the night do not require the use of hoists as they are already in bed.”

UNISON believes the **reduction** of waking night staff places staff and residents at risk to life and limb and dignity.

#### 3.3.4 Poor retention and low morale

The deletion of enhanced payments and introduction of a 7 day week is a measure which will immediately affect Supported Living Staff and Valley Way Staff. During the consultation period we have come to understand that many of these staff also have “as and when” contracts. They have been employed on part-time contracts giving them only part-time access to pensions, sick leave and (guaranteed) annual leave.

The term “as and when” suggests only occasional use and yet the usage of colleagues to work these hours has been anything other than occasional and in our view constitutes **gross exploitation** of low paid care. It is clear from the consultation that Your Choice are aware staff are reliant on taking on extra hours to make up their pay to something they can live on. YCB has already cut the rates of pay for these workers since January 2011 by employing them only on the assistant support worker rate and by **withdrawing** their enhancements. Some colleagues have experienced a drop in pay of around **£200/ month**. In addition agency staff have been used to such an extent that for the months of January and February in Supported Living this is equivalent to 4-5 extra full-time posts. Again the **casualisation** of this work means workers are denied better terms and conditions and there is a risk of lack of continuity for service users. The option for the day services to now open to a 7 day week and extend their hours of service would leave staff having no incentive and little motivation to do this. UNISON believes all of this will lead to a drop in morale, risks an **unprecedented turnover** of staff, and opens the risk of staff working longer hours to make up their pay. All of this increases the risks of neglect and poorer quality of service for service users.

UNISON believes that high turnover rates, where pay or working conditions are poor, add cost through additional recruitment and training costs but will also add to the potential for **failure demand** as inexperienced staff are more likely to make mistakes. When mistakes are made, this potentially results in injury or other circumstances requiring a higher demand for care – this is **failure demand**.

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Introducing a new salary structure in line with the findings of a **benchmarking exercise** has been put back to be implemented in the second half of this year following a concern raised by UNISON that this would make the restructure almost impossible to do within the existing policy. However, there can be no doubt a benchmarking exercise would be a further attack on YCB staff terms and conditions (see Appendix D initial benchmarking exercise). All in all UNISON anticipates workers losing between **20 and 30%** of their current income, and this on already low paid workers. This is following a **3 year pay freeze**. Again workers will be forced to extend their hours of work either within YCB or elsewhere to make ends meet. Morale will suffer and this will inevitably have a knock-on effect on the service users. The risk of accidents and mistakes will increase on a stressed out workforce.

### **3.4 Staffing Issues**

#### 3.4.1 Employment Rights

The report lists the Service Development Manager – Barnet Independent Living Service as being ring-fenced to the post of Service Manager Community Services. At a recent consultation meeting the unions were given to understand this post is now open to competition by the post of manager of Community Space and of Supported Living. This would seem to step outside of the policy governing how restructures are managed and UNISON has requested information to understand YCB's position more clearly.

UNISON is also not yet convinced the status of staff from Barnet Homes to YCB can be satisfied by merely characterising this as a change in line management. YCB and Barnet Homes are 2 separate entities operating under the Barnet Group. This implies a move of staff across the group would need secondment arrangements or a TUPE transfer.

#### 3.4.2 Health and Safety

It is the case that the vast majority of people who choose to work with Adults with a Learning Disability, do so because they want to make a positive difference for those people and their carers. It is irresponsible to create conditions of work which undermine that motivation and lead to an increased risk for workers to be so stressed by their working conditions, they make mistakes or perform in a way which is detrimental to the service user. This is also damaging for the worker involved. UNISON believes the proposals in this document do this.

### **3.5 Equalities**

The removal of enhancements of a predominantly female workforce who are also often of black and ethnic minority backgrounds leaves YCB as an 'associated employer' open to potential Equal Pay challenges such as the [recent case](#) in Glasgow. UNISON therefore believes YCB should not implement this measure.

### **3.6 Service User Needs**

The proposal to co-locate the BILS service with CommunitySpace could be problematic. Noticeably BILS staff members will be assimilated into the generic Support Worker job descriptions. This will allow them to be used across the entire



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service as required. There are concerns this could lead to the BILS service losing its specialist identity in YCB. There are also concerns around the BILS service that the move to the CommunitySpace building, (in its isolated location in a cul de sac at the end of a housing estate) will be detrimental in terms of enhancing the ability of physically disabled service users to develop independent living skills. The building currently occupied by BILS gives very easy wheelchair accessibility to a local medical centre and shops etc. thereby providing physically disabled service users the opportunity for normal community access.

In addition the needs of people with a Learning Disability are very different to those with an acquired physical disability and/ or sensory impairment. There is the possibility for both groups of service users to have more damage done to their self-esteem by co-location as neither group readily identifies with the other. Whilst UNISON understands the financial rationale for co-locating these services, we have concerns that the risks outweigh the advantages in the longer term.

#### **4. Recommendations**

**4.1 Return YCB services to L B Barnet** as stated in Cabinet Resources Committee 24th May 2011, see Appendix A Business Plan page 56 paragraph 7.4:

“....Commercial risk ultimately remains with the Council and in the unlikely event of failure, the services will need to be brought back in-house.”

**In the event that YCB ignores the above recommendation UNISON recommends the following actions as a matter of urgency:**

**4.2 Extend block contract**

**4.3 Retain enhancements for staff**

**4.4 Cease the benchmarking exercise**, see Appendix D

**4.5 Delete the post of Director of Social Care**

**4.6 Reinstate fully staffed night shifts**

**4.7 Provide an undertaking that an independent forensic financial review is carried out to establish business sustainability and viability of YCB**

**4.8 Require Winterbourne training as mandatory for all Board members and senior management**

## **CONSULTATION PAPER**

ORGANISATION: – Your Choice Barnet

LEAD: Troy Henshall – Director Business Services (The Barnet Group)

AUTHOR: - Amanda Jackson – Director (Your Choice Barnet)

CONSULTATION COMMENCES 1 March 2013

PERIOD OF CONSULTATION 90 days

CONSULTATION ENDS 31 May 2013

**DOCUMENT EMBARGOED UNTIL 1 MARCH 2013**



## **1. INTRODUCTION**

- 1.1 Your Choice Barnet is a subsidiary of The Barnet Group which is a Local Authority Trading Company, set up on 1<sup>st</sup> February 2012, and is wholly owned by Barnet Council.
- 1.2 Your Choice Barnet currently provides a traditional service model and needs to change its approach to meet the challenges of the Group Vision and the introduction of Personalisation. There is an imperative to provide value for money services and to ensure that people can benefit from the best use of their personal budgets. In changing its approach, there is a need to not only alter the structure of the organisation in order to target its resources in the correct parts of the business, but also to review its payment structure to support the delivery of the service in line with Personalisation and its ability to bid for future business opportunities.
- 1.3 In the first year of operation, there was a contract for a defined amount of service across Your Choice Barnet to the known service users who transferred from the council's in-house provision at the 1<sup>st</sup> February 2012. From the second year of operation the contract with the council will change in line with other providers to payment-by-actual use, paid in arrears in line with a Business plan developed ahead of the company's formation. The Business Plan also had an expectation of efficiencies to be made each year. In the main, the commercial relationship will move to be with service users as they begin to make use of personal budgets being fully rolled out by the council.
- 1.4 The organisation currently provides quite traditional services with a separation between Day Services and Accommodation, however a number of customers rely on support across their whole life. There is a need to become a more flexible organisation and to respond to the needs and aspirations of our customers whenever and however they require our support. At its creation, Your Choice Barnet was challenged to ensure that the culture of the organisation would be able to offer this flexibility and that people with disabilities would be attracted to purchase our support.

## **2. BACKGROUND**

- 2.1 This document sets out the proposed changes within Your Choice Barnet so that it is able to best place itself to achieve the aspirations of The Barnet Group and Your Choice Barnet to provide a quality service and address financial pressures to ensure long term viability.
- 2.2 This document, together with the attached appendices constitutes notification of the start of consultation in accordance with the provisions of Section 188 of the TULRC(c) A 1992.
- 2.3 We have adopted some key principles in looking at the review of the service in relation to the structure and costs which will deliver the savings required in

order to provide value for money, bring the organisation's pricing in line with the market and support the ethos of The Barnet Group whilst ensuring that the impact on customers is minimised.

These principles have been:

- To achieve financial viability for the organisation through costs which are more competitive and which do not exceed income
- To implement a structure that reflects the Group vision and meets the needs of the business to support improved service delivery to facilitate personalisation agenda
- To implement a robust line-management structure
- To design a structure realigning individual roles, responsibilities and job profiles
- To ensure that staff resources are deployed to provide support proportionate to the needs of our customers

2.4 The key recommendations and headline conclusions that relate to or impact on staff are as follows:-

- **Review the structure which will result in 6.8 posts being deleted and the introduction of a new management structure**
- **Deletion of enhanced payments and introduction of a 7 day week**
- **Benchmarking of salaries with similar organisations and the introduction of a new salary structure in line with the findings of the benchmarking exercise**

2.5 Your Choice is currently made up of six services:

1. Valley Way Respite Service,
2. Barnet Supported Living service,
3. Barnet Independent Living Service,
4. Flower Lane Autism Service,
5. Rosa Morison
6. CommunitySpace

It is supported by an administrative Business Support Team, as well as having back-office support from various teams within its sister company, Barnet Homes by way of service level agreements; e.g. Finance and HR including H&S.

### **3. REASON FOR THE PROPOSALS / RATIONALE**

#### **3.1 IDENTIFIED ISSUES**

3.2 Your Choice Barnet are currently projecting a loss for 2012-13 of approximately £60,000. This amount would have been higher but as illustrated at 3.4 below some efficiency savings have been achieved. There is

also currently a query from the Council in respect of £345k that has been paid in respect of growth and the projected loss does not take account of any monies that might need to be repaid.

If no changes are made with regard to efficiencies, the change from a block contract to payment-by-actual would create a gap of approximately £1m. This does not necessarily mean that people have stopped using service, but rather that the arrangements for the block contract did not accurately reflect day-to-day usage, meaning that the Council has paid above the market rate in Year One

The move to payment in arrears has a significant impact on cash flow which will be addressed once savings have been delivered and therefore Barnet Homes has agreed to provide a 3 year loan to Your Choice Barnet. This loan has been agreed by the Barnet Homes Board and is subject to commercial interest rates. It will be repayable by lump sum payments at the end of each year of the term of the loan.

We could have improved the cash flow by implementing changes earlier but we wanted to take appropriate time to ensure our proposals did not negatively affect our services and to provide long term security of services and viability.

The budget has been forward planned to ensure that Your Choice is able to move to a surplus position by the end of Year Three of operation and to be able to repay the loan.

- 3.2 Moving from a block contract with fixed income, which in itself presents a challenging budget, to personal budgets where there is no guarantee of demand poses a risk of potential reduction in revenue.
- 3.3 Your Choice Barnet has committed to working with the council on rolling out Direct Payments in the form of cash payments or pre-payment cards to mitigate the risk associated with moving to personal budgets.
- 3.4 In order to make the savings, a number of steps are required. Reviews to date have achieved efficiency savings for the budget year 2012/2013 in the region of £179K as indicated below:

Type	Source	Amount	Brief Explanation
Income Related	Training income	5,400.00	Extra income generated by some centres by offering training sessions to other organisations in specific areas such as autism awareness.
	Room Hire Income	5,800.00	Rental income generated from some centres with un-used rooms and space.
	Income generated from Service Users	50,000.00	Extra income generated this year from service users.

	<b>Sub-total</b>	<b>61,200.00</b>	
<b>Type</b>	<b>Source</b>	<b>Amount</b>	<b>Brief Explanation</b>
Non-Staff Related	Utilities	16,090.84	These savings were achieved by supplying actual meter readings and switching suppliers.
	Equipment Purchase	23,000.00	Savings on the current equipment purchase budget.
	Marketing & PR	10,000.00	Savings on the current Marketing & PR budget.
	Training	10,000.00	Savings on the current Training budget.
	<b>Sub-total</b>	<b>59,090.84</b>	
<b>Type</b>	<b>Source</b>	<b>Amount</b>	<b>Brief Explanation</b>
Staff Related	Agency staff Rate	46,800.00	These are savings achieved after negotiating down the rate per hour YCB is paying for agency staff and using a few selected suppliers.
	As & When	12,500.00	The saving is derived from a decision to use As and when staff at assistant support worker level reflecting the fact that they do not carry out the full and complex duties of a support worker.
	<b>Sub-total</b>	<b>59,300.00</b>	
<b>Type</b>	<b>Source</b>	<b>Amount</b>	<b>Brief Explanation</b>
	<b>Total Savings</b>	<b>179,590.84</b>	

These efficiencies have not however achieved the level of savings required to ensure financial viability and operate the business. As a result, it is critical that a more radical approach is adopted to provide support to current and future service users and to ensure our future viability. Our proposal therefore is to radically change the structure, review its enhancement payment practices and review salary structure to be able to compete within the sector and to fully meet our aspirations of flexible, personalised and value for money services.

- 3.5 A key area of the original Business Plan for YCB was to win new business, in Barnet and beyond, and bring growth to the organisation. Our current structure, pay and benefits mean that the fees required to be charged for services make it less competitive to sustain the business or win new business against our competitors who have lower costs.

## **4. PROPOSED CHANGES AND IMPLICATIONS**

### **4.1 Details of the Structure**

There are number of strands to the changes to be made and they are set out below under different headings relating to the staff groups affected.

### **4.2 Management Restructure**

The Director of Operations will not be directly replaced and in the interim a Care & Support division will be created with a Head of Care & Support role to provide senior management support to the services and also to work with the Head of New Business to develop opportunities for the organisation. The division will have Executive leadership from the Director of Business Services.

There have always been known synergies with Barnet Homes, in particular the areas where their business has been to provide social care. As a result, Sheltered Housing and Assist will be managed by the newly created Interim Head of Care & Support.

The detailed proposal is to divide the existing services into two sub-divisions, Specialist Services (Rosa Morison, Flower Lane and Valley Way) and Community Services (CommunitySpace, BILS and Supported Living).

The Community Services Division would see the services come together under a single Service Manager, reporting to the Head of Care & Support, responsible for the provision of current day and accommodation services for all care groups. The service would provide an holistic 24/7 service, not dependent on traditional split between day services and accommodation. This would enable YCB to provide a truly flexible offer to support people wherever and whenever they want or need it. The Manager posts at CommunitySpace, BILS and Manager and Assistant Manager post for and Supported Living would be deleted.

As there are very clear synergies between the service provisions, there would be an immediate merger of BILS and CommunitySpace, operating out of the Space building in Edgware. Supported Living would continue to operate separately whilst changes to the service are implemented, although line management would be provided by the Service Manager.

The current Team Leader/ Seniors posts in these services (BILS, Supported Living and CommunitySpace) would be deleted and replaced by a new Service Coordinator role which would have more responsibility attached to it for day-to-day management of staff. This role will be appropriately upgraded to reflect that increase in responsibility.

The senior support workers at the specialist day services will be assimilated into their roles with the exception on the 0.5 post vacant at Rosa Morison which will be deleted.

Valley Way is a six-bed residential respite service which is registered with CQC. Under previous registration and inspection regimes, there was an obligation to employ a Deputy Manager, in addition to a Registered Manager, however this is no longer the case. The service, provides round-the-clock cover on a seven-day-a week rota. The Manager currently provides professional supervision to the majority of the team and has capacity to increase this to include all permanent staff and therefore the Deputy Manager post at Valley Way will be deleted.

As the majority of clients use Valley Way from approximately 4pm and then go to day services the following morning, there is not a need to staff the service fully during the day and currently there are too many staff hours available. The hours of the Deputy Manager would therefore mean a real saving to the service.

#### 4.3 Waking Night Staff

In Valley Way there have traditionally been two waking night staff on duty each night, however following monitoring of service users and their night-time needs, it is clear that support can be safely provided by one person. All service users have up-to-date risk assessments and Moving and Handling guidelines in place support this change. For continence issues, those who require changing in the night do not require the use of hoists as they are already in bed.

Telecare equipment in place means that all rooms can be monitored remotely.

Additional support will be provided in conjunction with Sleep In staff at Supported Living in the neighbouring building at Quartz Court.

Where clients need 1:1 support on a 24-hour basis, this will be purchased separately via Personal Budget or directly commissioned by the purchasing authority.

It is therefore proposed to make a reduction of 2 FTE at Valley Way.

In Supported Living, no service user has required waking night support since July 2012, when continence support was changed to enable increased independence. All service users have risk assessments which support meeting night-time needs by way of sleep in staff available, and therefore it is proposed to remove all remaining waking night staff from the Supported Living service, currently deployed at Agatha House.

This would mean the deletion of 2 FTE, which is currently shared by 3 post-holders working part time.

- 4.4 The Business Support Manager will no longer be managed as part of the operational department and will be line-managed by the Head of Business Improvement. The role will remain largely unchanged and remain a member of the Management Team, providing support to the enlarged Care & Support division

There are a number of part time vacancies within the Business Support Team and those will be deleted. The team will be reduced to 3 FTE, including the Manager.

#### 4.5 Supported Living Restructure

Staff in Supported Living support service users with a wide variety of tasks to develop their independent living skills. Most of these tasks are not complex and revolve around supporting them in their domestic lives, personal care and leisure activities. There are some complex tasks required including support planning, liaison with medical and other professionals, safeguarding and development of risk assessments. To reflect this, it is proposed that the make-up of the team is restructured to include a small number of Support Workers, to provide complex support and a larger team of Assistant Support Workers carrying out the day-to-day support with service users.

It is proposed to reduce the number of Support Workers from 23.2FTE to 6FTE and to create 18.5 new Assistant Support Worker posts within the service which displaced support workers will be encouraged to apply for.

- 4.6 BILS Support Staff are currently graded at a different level to their colleagues in other services whilst doing a very similar job. With the merger of BILS and CommunitySpace the proposal is to delete the 5 posts of Independent Living Facilitator and 2 Assistant Independent Living Facilitator and create the equivalent number of new Support Worker and Assistant Support Worker posts in the new combined service, into which staff will be assimilated.

#### 4.7 STRUCTURE – DETAILS OF POSTS AFFECTED

Post	Proposed action	1 <sup>st</sup> Round Process	2 <sup>nd</sup> Round process
Manager – BILS	Post to be deleted	Application for Service Manager post - redeployment process	
Manager – Supported Living	Post to be deleted	Application for Community Services Co-ordinator - redeployment process	Application by R&S process to vacant SM post
Manager – CommunitySpace	Post to be deleted	Application for Community Services Co-ordinator - redeployment process	Application by R&S process to vacant SM post
Deputy Manager – Valley Way	Post to be deleted	Redeployee	Application by R&S process to vacant CSC post
Assistant Manager –	Post to be deleted	Redeployee	Application by R&S process to vacant



Supported Living			CSC post
Team Leader-CommunitySpace	Post to be deleted	Redeployee	Application by R&S process to vacant CSC post
Senior Support Worker-Supported Living	Post to be deleted	Redeployee	Application by R&S process to vacant CSC post
Team Leader – BILS	Post to be deleted	Application for Community Services Co-ordinator - redeployment process	
Senior Support Worker – Rosa Morrison	0.5 vacant post to be deleted. Remaining post holders unaffected	Assimilation into post	
Waking Night Support Worker	4 out of 6 fte (7 post holders) to be deleted	Ring fence competitive interview for remaining posts	Redeployment of displaced post holders
Support Worker – Supported Living	17.2/23.2fte to be deleted	Ring fence competitive interview for remaining posts	Redeployment of displaced post holders
Independent Living Facilitator – BILS	Post to be deleted	Assimilation to Support Worker Post	
Assistant Independent Living Facilitator – BILS	Post to be deleted	Assimilation to Assistant Support Worker Post	

#### 4.8 STRUCTURE – DETAILS OF NEW POSTS

Post	Proposed action	1 <sup>st</sup> Round Process	2 <sup>nd</sup> Round process
Service Manager – Community Support	1 New Post	Application by Manager - BILS	If unfilled application by redeployees
Community Service Coordinators	8 New posts	Application by Managers – CommunitySpace and Supported Living and	If unfilled application by redeployees

		Team Leaders at BILS	
Assistant Support Workers- Supported Living	18.5 New posts	Application by displaced support workers	

#### 4.9 STRUCTURE – DETAILS OF POSTS UNAFFECTED

Business Support Manager	Line Management move to Business Improvement Team	n/a	n/a
Manager – Valley Way	No change	Assimilation into post	Application by R&S process to vacant SM post
Manager – Rosa Morison	No change	Assimilation into post	Application by R&S process to vacant SM post
Manager – Flower Lane	No change	Assimilation into post	Application by R&S process to vacant SM post
Senior Support Worker – Flower Lane	No Change	Assimilation into post	
Hydrotherapy Coordinator Rosa Morison	No Change		
Positive Behaviour Support Flower Lane	No Change		
Cook (Flower Lane, Rosa Morison)	No Change		
Domestic Assistant (Flower Lane, Rosa Morison, Valley Way)	No Change		

## **5. CHANGES TO TERMS AND CONDITIONS**

### **5.1 Enhanced payments**

In 2012-13 we spent over £160,000 on enhanced pay for staff working weekends, public holidays and at night. We are not paid a premium rate for weekend activities and nor is there a possibility to do so within the market, as commissioners are increasingly relying on Framework Agreements to set the rates for particular types of services.

At the same time, we have aspirations to develop the flexibility to offer Day Services at weekends. It will be vital to the ability of YCB to compete in the market and that staff salaries are affordable and that we do not lose money by having to pay more than any hourly rate we can attract. It is however also important that the quality of services remains high.

It is therefore proposed that all staff are paid a flat rate for working over seven days and that enhancements cease to be paid on top of basic salaries, except for Christmas Day

Staff will continue to be able to claim a day in lieu of work on Bank Holidays.

### **5.2 Review of salaries**

We have carried out an initial benchmark exercise with some of our competitors and our findings so far suggest that our salary costs are higher both at hourly and monthly rates. To ensure our position in the market in order to win new business we propose that an independent benchmarking exercise is carried out and to implement the findings of the benchmarking exercise to restructure our salaries as part of this review. This will ensure that we are competitive in the market to win new business and that our costs are sustainable. We would welcome Trade Union support with this.

## **6. PROPOSED METHOD OF SELECTING EMPLOYEES**

The Managing Organisational Change Policy and Procedure sets out methods for selection. It is the aim of the organisation to try to minimise compulsory redundancies and we will ensure that redeployment process selection methods and any redundancy payments will be in line with existing agreed procedures.

The process for filling the proposed new posts will be as follows:

- Each post will be assessed to identify whether there is an assimilation opportunity via a work and grade match assessment

- Where assimilation is not possible the posts will be available to redeployees and selection will be through a formal assessment process
- Where the post remains vacant following the restructure process the post will be advertised organisation wide to redeployees in The Barnet Group
- Finally any posts still unfilled may then be advertised externally as appropriate

## **6.1 Proposed method for selecting for redundancy**

As set out above we will carry out a desk-top exercise to initially match current posts to new posts. Where there are more people to be assimilated than posts then competitive interviews will be carried out using the redundancy selection criteria set out in the Managing Organisational Change policy will be applied.

Where staff are applying for posts as redeployees or promotion then recruitment selection criteria will be applied.

Advice about preparing Redeployment Application Forms and interview skills will be offered to all affected staff in advance of any selection process. This will not be available for staff who have been assimilated.

## **6.2 Mitigating the impact of these proposals**

The aim of Managing Organisational Change is to minimise the number of employees to be made redundant.

Appropriate vacancies will be considered for redeployees before being advertised.

If an employee unreasonably refuses to accept an offer of assimilation, where the offer is considered “suitable alternative employment” by the Organisation, then this may affect the employee’s right to a redundancy payment.

Redeployment opportunities, as they exist, will be made available for those staff at risk of redundancy where the Organisation deems the posts as “suitable alternative employment”. Any selection to these posts will be undertaken using objective recruitment selection criteria. The selection process will be based on the criteria in the role profile: skills, competencies and qualifications, which will be assessed.

Where appropriate, 4 week trial periods will be agreed with staff, who are redeployed to other roles. Training plans will form a part of the trial period and considered on an individual basis.

## **6.3 Voluntary Redundancy**

We will be inviting requests for voluntary redundancy. In selecting volunteers however, we will take into consideration the need to maintain the skills and experience required to protect the business and the costs to Your Choice Barnet, therefore no guarantee can be given that requests will be accepted. **Requests should be received by 30<sup>th</sup> April 2013.**

#### 6.4 Early Retirement

Early retirement will be considered, however in selecting volunteers, we will take into consideration the need to maintain the skills and experience required to protect the business and the costs to Your Choice Barnet, therefore no guarantee can be given that requests will be accepted. **Requests should be received by 30<sup>th</sup> April 2013.**

#### 6.5 Selection Criteria

Knowledge, skills and experience	Based on the person specification for the job role and business case for future service needs.
Qualifications	Based on essential and desirable qualifications or equivalent listed in the person specification for the new role.
Absence	Based on the employee's recorded absence for each of the previous 2 years to date. Sickness absence does not include pregnancy related absence, disability related as defined by the Equality Act and Industrial injuries accepted by our Insurers.
Capability	Be based on procedures informal/formal that have commenced and been discussed fully with the employee in the past 2 years to date
Disciplinary record	Based on information past 2 years to date.

#### 6.6 Staff implications and Structural changes

If any changes are made following the consultation process to the proposed job profiles or grades, these will be confirmed in a revised report.

Subject to the outcome of consultation it is anticipated that staff will start moving to the new structure by **1<sup>st</sup> July 2013**, following assimilation, redeployment and recruitment processes.

### 7. EMPLOYEE SUPPORT

Managing change is recognised to be stressful. We have the following in place to mitigate the impact of these proposals on staff:

- Confidential Counselling Service provided by People at Work (01548 511 659)
- Workplace Options Helpline 0800 243 458
- Support to assist people preparing for the selection process, applying for jobs and outplacement
- Open Door policy – The Managers will be available during the consultation period
- Ensuring the redeployment process is communicated to those affected

Advice about preparing Redeployment Application Forms and interview skills will be offered to all affected staff in advance of any selection process. This will not be available for staff who have been assimilated.

## **8. THE PROPOSED METHOD OF CALCULATING THE AMOUNT OF REDUNDANCY PAYMENTS**

The calculation of redundancy will be in accordance with Severance Payment set out in the Managing Change Policy and Procedure

- 0.5 week's pay for each full year of service where age during year is less than 22
- 1 week's pay for each full year of service where age during year is 22 or above, but less than 41
- 1.5 weeks' pay for each full year of service where age during year is 41+
- Pay - Actual weekly pay
- Number of service years – maximum 20 years

## **9. PROPOSED TIME-TABLE FOR IMPLEMENTATION**

Throughout the consultation period we will be following the Managing Organisational Change Policy. (Appendix 6)

Consultation timescales: 90 days

Collective consultation: Trade union consultation – GMB, UNISON

Individual Consultation: 1 to 1 meetings will be held with “at-risk” employees during the formal consultation period.

Issue consultation document to Staff and TU's	1 March 2013
Consultation meeting with TU's	28 February 2013
Consultation meetings	7,11 and 12 March 2013
Issue at risk letters	w/c 4 March 2013
1-2-1 meetings for at risk staff	w/c 11 March 2013
Managing Change Workshops	TBC (April 2013)
Interview Skills Training	TBC (May 2013)
Consultation period Ends	31 May 2013

Redeployment Interview for Service Manager post	w/c 3 June 2013
Redeployment interview for Community Support co-ordinator	w/c 3 June 2013
Application Process for Service manager Post	TBC if redeployees unsuccessful
Application process for Community Support post	TBC if redeployees unsuccessful
Interview Process for Waking Night Support Worker (Valley Way)	w/c 3 June 2013
Interview Process for Support Worker (Supported Living)	w/c 17 June 2013
New structure Implemented	1 July 2013

## 9.1 TIMESCALES

Final steps will not be taken before a proper period of consultation is completed. This document provides the basis for that consultation and all views are welcomed and appreciated on the proposals by **5pm on 24 May 2013**. We will consider and respond to all comments and views submitted during this consultation period.

A formal communication on the consultation responses will be delivered to all employees by 5 June 2013.

## **List of Appendices**

- 1. Proposals – direct and indirect impact on existing roles and responsibilities**
- 2. Net Impact On Staffing Levels**
- 3. Current high-level Structure**
- 4. Proposed high-level Structure**
- 5. Current Job Descriptions (affected posts)**
- 6. Proposed Job Descriptions – New Posts**
- 7. Managing Change Policy**



## APPENDIX 1

### PROPOSALS – DIRECT AND INDIRECT IMPACT ON EXISTING ROLES AND RESPONSIBILITIES

Current Job Title and Current Grade	Rationale	Detailed proposals
Manager Valley Way Manager Rosa Morison Manager Flower Lane	No change	No material change to role. Assimilation into posts.
Manager CommunitySpace Manager Supported living	Post will be deleted in line with business aims and to enable future organisational development	Posts to be deleted and post holders made “at risk” and eligible for redeployment. Ring-fence for applications to new Community Services Coordinator
Manager BILS	Post will be deleted in line with business aims and to enable future organisational development	Posts to be deleted and post holders made “at risk” and eligible for redeployment. Ring-fence for applications to new Service Manager role
Business Support Manager	Line Management moving Business Improvement Team	Post will remain largely unchanged although there will be more focus in the role on new business and supporting the enlarged division.
Assistant Manager Supported Living	Post will be deleted in line with business aims and to enable future organisational development	Post to be deleted and post holder made “at risk” and eligible for redeployment.
Deputy Manager Valley Way	Post will be deleted in line with business aims and to enable future organisational development	Post to be deleted and post holder made “at risk” and eligible for redeployment
Team Leaders/Seniors (CommunitySpace and Supported Living)	Post will be deleted in line with business aims and to enable future organisational development	Post to be deleted and post holders made “at risk” and eligible for redeployment
Team Leaders - BILS	Post will be deleted in line with business aims and to enable future organisational development	Post to be deleted and post holders made “at risk” and eligible for redeployment. Ring-fence for applications to new Community Service Coordinator role
Senior Support Workers (Flower Lane and Rosa Morison)	No Change	No material change to role. Assimilation into post
Waking Night Support Workers (Valley Way and Supported Living)	Night Support Worker posts in Supported Living will be deleted and the number of posts at Valley Way will be reduced by half	All remaining Night Support Worker Posts will be ring fenced for current post holders and a competitive process will be conducted for the reduced remaining posts. Those who are not successful in obtaining these posts will be eligible for redeployment to suitable alternative employment

## Your Choice Barnet Review – Consultation Document

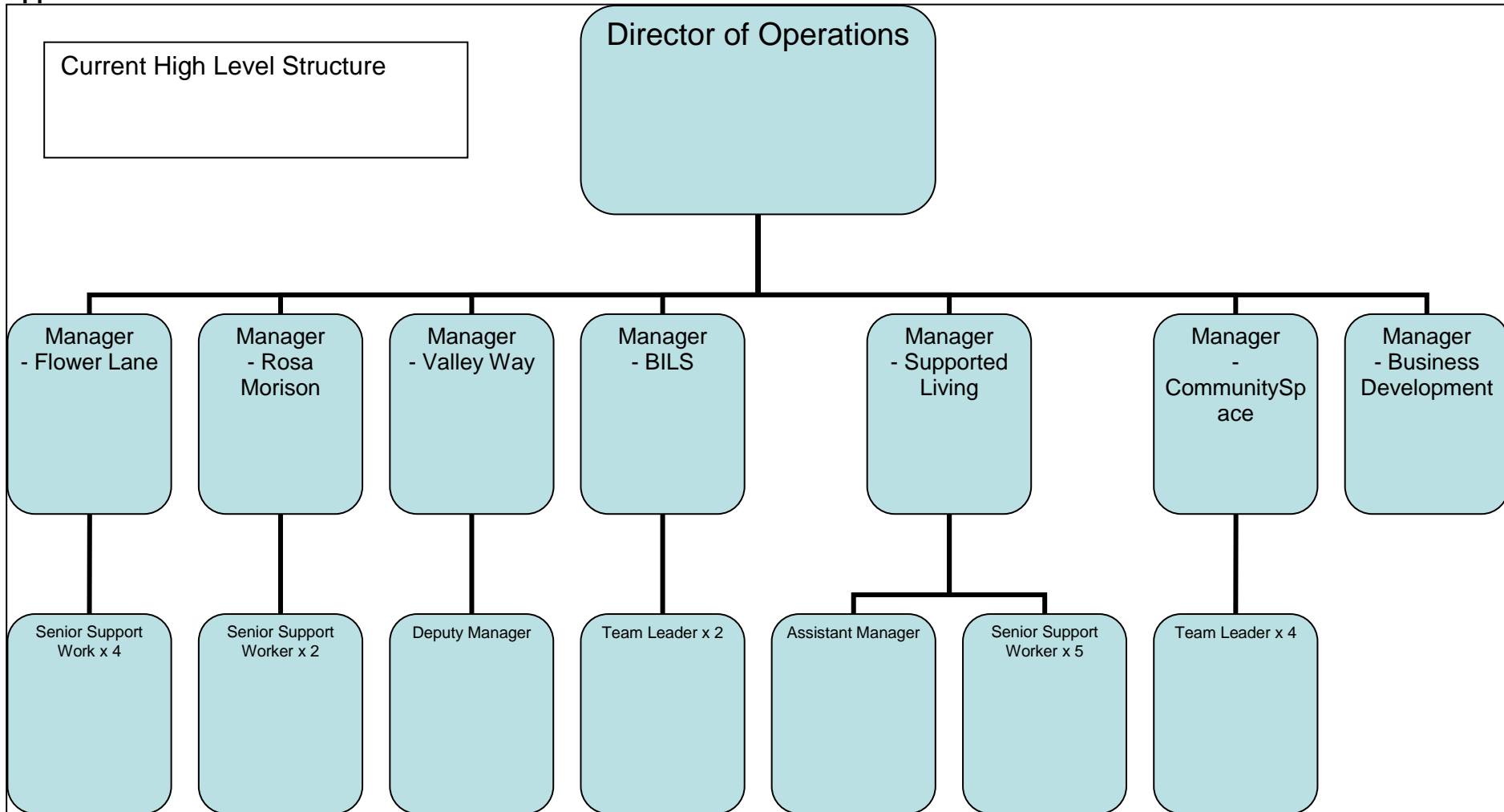
Support Workers (Supported Living)	The number of Support Worker posts will be reduced in recognition of the lack of complexity of some tasks with the service. They will be replaced by newly created Assistant Support Worker Positions.	All remaining Support Worker Posts will be ring fenced for current post holders and a competitive process will be conducted for the reduced remaining posts. TSMe who are not successful in obtaining these posts will be eligible for redeployment to suitable alternative employment
Independent Living Facilitators (BILS)	Post will be deleted in line with business aims and to enable future organisational development	All post holders will be assimilated to newly created Support Worker posts within the merged BILS-CommunitySpace service
Assistant Independent Living Facilitators (BILS)	Post will be deleted in line with business aims and to enable future organisational development	All post holders will be assimilated to newly created Assistant Support Worker posts within the merged BILS-CommunitySpace service

**APPENDIX 2 - NET IMPACT ON STAFFING LEVELS*****For each service including hierarchy***

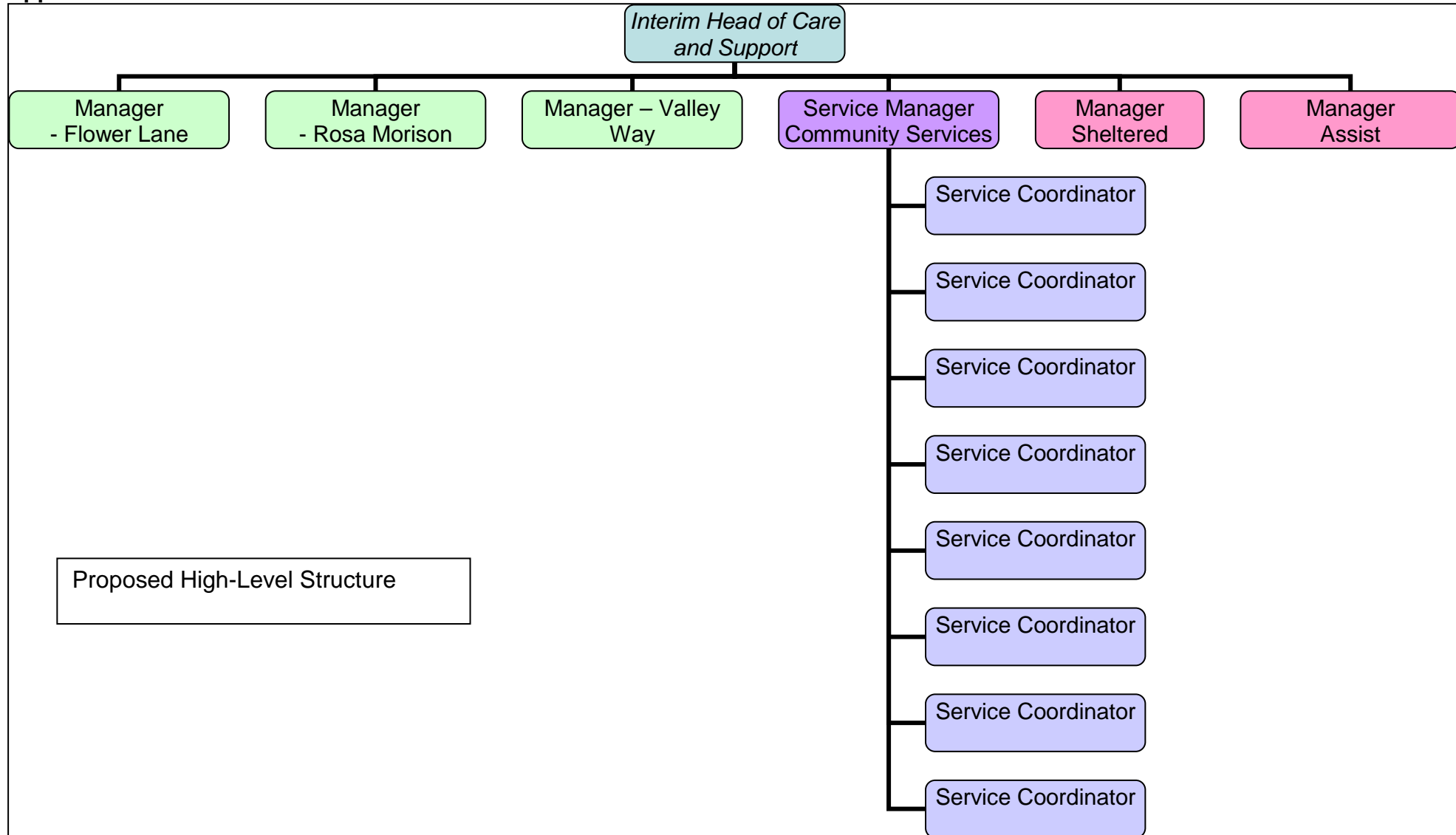
Existing	Proposed	Current FTE	Proposed FTE	Net Impact
Director of Operations	Delete post	1	1	0
Service Manager	New post	0	1	1
Manager	Delete 3/6 posts (CommunitySpace, Supported Living, BILS)	6	3	-3
Business Support Manager	Move to Business Improvement Team	1	1	0
Assistant Manager Supported Living	Delete	1	0	-1
Deputy Manager Valley Way	Delete	1	0	-1
Team Leaders/Seniors	Delete posts in Supported Living, BILS and Community Support + 0.5 posts in Rosa Morison	16.8	5.3	-11.5
Community Service Coordinators	Create new posts	0	8	8
Support Workers	Delete	65.16	57.16	-8
Night Support Workers	Delete 4/7FTE (7 posts)	6.8	2	-4.8
Assistant Support Workers	Create additional Assistant support worker roles	8.47	28.97	20.5
Hydrotherapy Coordinator Rosa Morison	As is	0.97	0.97	0
Independent Living Facilitator	Change to Support workers (assimilation)	5	0	-5
Assistant Independent Living Facilitator	Delete	2	0	-2
Positive Behaviour Support Flower Lane	As is	1	1	0
Cook (Flower Lane, Rosa Morison)	As is	1.8	1.8	0
Domestic Assistant (Flower Lane, Rosa Morison, Valley Way)	As is	1.68	1.68	0
<b>Total</b>		119.68	113.32	-6.8

**\*The number of posts in each category is higher due to part time staff**

**Appendix 3**



Appendix 4





### Job Description

This job is exempt from the Rehabilitation of Offenders Act 1974 and an enhanced CRB disclosure will be required

Job Title	Support Worker
Barnet Band and scale range	Scp 25-28
Reports to	Manager of Service
Number of staff responsible for	None
Budget responsibility (£)	None

### Purpose of Job:

To be an active member of a team that supports people with disabilities to be as independent as possible.

To work within the framework of the seven social care outcomes:

- improved health and emotional wellbeing,
- improved quality of life,
- making a positive contribution,
- exercising choice and control,
- maintaining personal dignity,
- economic wellbeing and freedom and
- freedom from discrimination.

### Key work activities include, but are not limited to:

- Work with individuals and groups of people.
- Support people to participate in and develop everyday living skills including but not restricted to shopping, cooking, and travel, including using public transport and escorting on centre transport, household tasks and activities, socialising, budgeting, work and education.
- Support people with their personal care, including washing and dressing, toileting, nail and hair care, maintaining their general appearance.
- Support people to look after their own home environment and maintain their tenancy
- Support people to manage their health and wellbeing including attending medical appointments, administering medication, implementing therapeutic programmes, eating swallowing guidelines & manual handling etc
- Support current relationships with family and friends and facilitate new ones.
- Undertake administrative work activities such as report writing, dealing with petty cash, using IT equipment, monitoring, recording & reporting etc
- Monitor and record service delivery for reporting purposes

### Promoting the rights of people with disabilities by:

- Challenging inequality and promoting a positive image of people with disabilities
- Challenging outdated practices and attitudes
- Ensuring that people with disabilities, who choose to, are included where possible in service development
- Working in a manner that creates and maintains an environment where people are safeguarded and feel free from the risk of abuse

- Using an appropriate range of methods and tools to effectively communicate with people with different needs

**Supporting people to plan their own lives by:**

- Using appropriate methods and tools to support people identify goals and plan their lives
- Working in a non-judgemental manner to support people with what is important to them
- Undertaking the roles and responsibilities of Keyworking, including developing and maintaining support plans
- Using mainstream resources to inform people and help them to make decisions
- Helping people understand, manage and take risks in everyday life, including development of appropriate Risk Assessments

**Teamwork / Lone Working:**

- Communicate effectively with colleagues to support service delivery, using a range of methods including in person, by telephone, via electronic communication etc
- Work alone when required, and to follow all lone working procedures
- Use initiative, as required, to support people and the service, making appropriate decisions with minimal management oversight
- Work alone in premises (which may include overnight) with occupants, including building security, and health & safety inline with guidelines and procedures.

**Consistency:**

- Follow policies, procedures and agreed guidelines for supporting individuals and for the service
- Participate in the development of guidelines for supporting individuals
- Work within current legislation and statutory requirements for regulated services. For example The Data Protection Act, The Mental Capacity Act, Valuing People Now, The Health & Social Care Act 2008, Autism Bill, Health & Safety etc
- Work towards and achieve goals agreed within supervision and performance review.
- Be responsive to changes with individual people, and to service requirements and development

**Time Management:**

- Fully comply with the shift timetables and arrive in good time to be ready to work at the times allocated
- Respect everyone and arrive on time to support them with their planned activities, attend meetings and other events
- Prioritise and plan work activities in order to ensure that each task is carried out to an expected standard, and in a patient and timely manner to meet peoples needs and to respond accordingly when plans change

**Professional Development:**

- Be responsible for own personal development
- Participate in all formal and informal training, induction, coaching, mentoring, seminars and away days, identified through individual annual performance review, service development, legal requirements etc
- Demonstrate and apply understanding of the principles and practices learned through training, including receiving and giving mentoring/coaching
- Respond to local and national developments in the support of people with disabilities.

**Internal/External Contacts**

- Use a range of methods to effectively communicate with Your Choice colleagues, family members / carers, other professionals and agencies, etc.
- Value the contribution of parents and carers in the support of individuals

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- Seek advice and support from a range of professionals and others.
- Ensure that a high level of confidentiality is maintained in all aspects of work.

### **Flexibility**

- In order to deliver the service effectively, a degree of flexibility is needed and the post-holder may be required to perform work not specifically referred to above. Such duties, however, will fall within the scope of the post, at the appropriate grade.





## Person Specification

### Qualifications required

Type	Essential (E) / Desirable (D)
Professional qualifications /memberships	Willingness and ability to achieve Level III NVQ (E) Level III NVQ in Care or equivalent (D)
Education	Good literacy and numeracy skills (E)

### Technical / Knowledge Requirements

Type	Essential (E) / Desirable (D)
Aptitude	Ability and willingness to carry out the requirements of the job description (E)  Demonstrate creative approaches to working with people with disabilities (E)  Ability and willingness to meet the needs of the individual service to which you have applied. (E)  Ability to work effectively as part of a team (E)
Experience	Experience of working with people with disabilities (E)
Knowledge	Basic statutory training in Health & Safety, Epilepsy, Medication, Risk Management, First Aid, Safeguarding, Moving and Handling (D)
IT Skills	Good skills in Microsoft Office (E)  Use of technology involved in mobile working (E)
Circumstances	Ability to start and finish work in any location within the Service (E)  Ability to fully participate in 24 Hour service including early mornings, late evenings, weekends, bank holidays, sleeping- in and waking night duties (E)  Ability to work short shifts (E)  Holds full UK driving licence (D)  Has use of own car for business purposes including transporting service users (D)

### Behavioural Competencies

Competency	
Person Centred Approach	<p>Able to demonstrate values and principles of choice and independence</p> <p>Able to demonstrate an understanding and apply the seven social care outcomes to their work</p>
Communication Skills	<p>Demonstrate the ability to communicate effectively at all levels and reflect this in the delivery of effective support using a variety of appropriate methods</p> <p>Can demonstrate patience, and a willingness to work in a creative and an effective manner required by people's needs</p> <p>To promote Your Choice Barnet at every level and every opportunity through professional, effective and good work practice</p>
Provision of appropriate data	Ability to search a variety of information sources to meet the needs of the services and individuals to resolve queries and improve and develop services
Physical Ability	Physically and mentally competent to carry out all the tasks required by the job description e.g. personal care, manual handling, physical interventions etc
Time Management	<p>Ability to manage own time</p> <p>Ability to manage a range of competing priorities to agreed outcomes</p>
Provide high quality services	<p>Ability to provide solutions to challenges</p> <p>Ability to monitor, review, maintain, develop and improve service</p>
Flexibility and Positive Attitude	Willingness and initiative in responding to changing aspirations and needs of individuals and the service



### Job Description

This job is exempt from the Rehabilitation of Offenders Act 1974 and an enhanced CRB disclosure will be required

Job Title	Assistant Support Worker
Barnet Band and scale range	Scp 15 – 18
Reports to	Manager of Service
Number of staff responsible for	None
Budget responsibility (£)	None

### Purpose of Job:

To be an active member of a team that supports people with disabilities to be as independent as possible.

To work within the framework of the seven social care outcomes:

- improved health and emotional wellbeing,
- improved quality of life,
- making a positive contribution,
- exercising choice and control,
- maintaining personal dignity,
- economic wellbeing and freedom and
- freedom from discrimination.

### Key activities include, but not limited to:

- Work with individuals and groups of people.
- Support people to participate in and develop everyday living skills including but not restricted to shopping, cooking, travel, including using public transport and escorting on centre transport, household tasks and activities, socialising, work and education.
- Support people with their personal care, including washing and dressing, toileting, nail and hair care, maintaining their general appearance.
- Support people to look after their own home environment
- With the guidance and support of senior team members support people to manage their health and wellbeing, administering medication, implementing therapeutic programmes, eating swallowing guidelines & manual handling etc
- Support current relationships with family and friends and facilitate new ones.
- With the guidance of colleagues undertake administrative work activities such as report writing, dealing with petty cash, using IT equipment, monitoring, recording & reporting etc
- Monitor and record service delivery for reporting purposes

### Promoting the rights of people with disabilities by:

- Challenging inequality and promoting a positive image of people with disabilities
- Challenging outdated practices and attitudes
- Ensuring that people with disabilities, who choose to, are included where possible in service development
- Working in a manner that creates and maintains an environment where people are safeguarded and feel free from the risk of abuse

- Using an appropriate range of methods and tools to effectively communicate with people with different needs

**Supporting people to plan their own lives by:**

- Working in a non-judgemental manner to support people with what is important to them
- Assist Keyworkers in helping people plan their lives, identify goals and assist with developing and maintaining support plans
- Using mainstream resources to inform people and help them to make decisions
- Helping people understand, manage and take risks in everyday life

**Teamwork / Lone Working:**

- Communicate effectively with colleagues to support service delivery, using a range of methods including in person, by telephone, via electronic communication etc.
- Work alone when required, and to follow all lone working procedures
- Use initiative, as required, to support people and the service, making appropriate decisions
- Work alone in premises (which may include overnight) with occupants, including building security, and health & safety inline with guidelines and procedures.

**Consistency:**

- Follow policies, procedures and agreed guidelines for supporting individuals and for the service
- Work within current legislation (and statutory requirements for regulated services). For example The Data Protection Act, The Mental Capacity Act, Valuing People Now, The Health & Social Care Act 2008, Autism Bill, Health & Safety etc
- Work towards and achieve goals agreed within supervision and performance review.
- Be responsive to changes with individual people, and to service requirements and development

**Time Management:**

- Fully comply with the shift timetables and arrive in good time to be ready to work at the times allocated
- Respect everyone and arrive on time to support them with their planned activities, attend meetings and other events
- With the support of team members as appropriate, prioritise and plan work activities in order to ensure that each task is carried out to an expected standard. Work in a patient and timely manner to meet peoples needs and to respond accordingly when plans change

**Professional Development:**

- With the guidance and support of senior team members be responsible for own personal development
- Participate in all formal and informal training (induction, coaching, mentoring, seminars and away days), identified through individual annual performance review, service development, legal requirements etc
- Apply what is learned through training, including coaching / mentoring
- With the guidance and support of senior team members respond to local and national developments in the support of people with disabilities.

**Internal/External Contacts:**

- Use a range of methods to effectively communicate with Your Choice colleagues, family members / carers etc.
- Value the contribution of parents and carers in the support of individuals
- Seek advice and support from team members and others.

- Ensure that a high level of confidentiality is maintained in all aspects of work.

**Flexibility:**

- In order to deliver the service effectively, a degree of flexibility is needed and the post-holder may be required to perform work not specifically referred to above. Such duties, however, will fall within the scope of the post, at the appropriate grade.



## Person Specification

### Qualifications required

Type	Essential (E) / Desirable (D)
Professional qualifications /memberships	Willingness and ability to achieve Level II NVQ (E) Level II NVQ in Care or equivalent (D)
Education	Good literacy and numeracy skills (E)

### Technical / Knowledge Requirements

Type	Essential (E) / Desirable (D)
Aptitude	Ability and willingness to carry out the requirements of the job description (E)  Demonstrate creative approaches to working with people with disabilities (E)  Ability and willingness to meet the needs of the individual service to which you have applied. (E)  Ability to work effectively as part of a team (E)
Experience	Experience of working with people with disabilities (D)
Knowledge	Basic statutory training in Health & Safety, Epilepsy, Medication, Risk Management, First Aid, Safeguarding, Moving and Handling (D)
IT Skills	Good skills in Microsoft Office (E)  Use of technology involved in mobile working (E)
Circumstances	Ability to start and finish work in any location within the Service (E)  Ability to fully participate in 24 Hour service including early mornings, late evenings, weekends, bank holidays, sleeping- in and waking night duties (E)  Ability to work short shifts (E)  Holds full UK driving licence (D)  Has use of own car for business purposes including transporting service users (D)

### Behavioural Competencies

Competency	
Person Centred Approach	<p>Able to demonstrate the values and principles of choice and independence</p> <p>Able to demonstrate an understanding and apply the seven social care outcomes to their work</p>
Communication Skills	<p>Demonstrate the ability to communicate effectively at all levels and reflect this in the delivery of effective support using a variety of appropriate methods</p> <p>Can demonstrate patience, and a willingness to work in a creative and an effective manner required by people's needs</p> <p>To promote Your Choice Barnet at every level and every opportunity through professional, effective and good work practice</p>
Provision of appropriate data	<p>Ability to search a variety of information sources to meet the needs of the services and individuals to resolve queries and improve and develop services</p>
Physical Ability	<p>Physically and mentally competent to carry out all the tasks required by the job description e.g. personal care, manual handling, physical interventions etc</p>
Time Management	<p>Ability to manage own time</p> <p>Ability to manage a range of competing priorities to agreed outcomes</p>
Provide high quality services	<p>Ability to provide solutions to challenges</p> <p>Ability to monitor, review, maintain, develop and improve service</p>
Flexibility and Positive Attitude	<p>Willingness and initiative in responding to changing aspirations and needs of individuals and the service</p>

## Role Profile

Job Title	Senior Support Worker
Barnet Band and scale range	Scp 31-34
Reports to	Manager of Service
Service area	Younger Adults, Disabilities
Number of staff responsible for	No direct reports, however will offer supervision
Budget responsibility (£)	None

Purpose of Job: - To work as a part of the management team supervising and guiding staff to offer individual support to people with disabilities within the framework of the seven social care outcomes;

- improved health and emotional wellbeing,
- improved quality of life,
- making a positive contribution,
- exercising choice and control,
- maintaining personal dignity,
- economic wellbeing and freedom and
- freedom from discrimination.

## Key accountabilities

### Promoting The Rights of People with Disabilities

- To challenge inequality and a promote a positive image of people with disabilities
- To challenge outdated practices and attitudes
- To ensure that people with disabilities are fully included in service development

### Staffing Responsibilities

- To supervise staff according to the Council's Supervision Policy.
- To agree and monitor individual development goals within the supervision and appraisal framework of Performance Management.
- To act as a positive role model of good practice
- To coach and mentor staff members
- To participate in the recruitment and selection of staff

### Management of the Service

- To coordinate resources to ensure effective service delivery
- To participate in development planning for the service
- To represent the manager and the service in a variety of situations and settings
- To work proactively and professionally



- To take on delegated responsibility for managing specific areas of the service
- To participate in a rota to provide emergency out-of-hours advice and support to staff (Supported Living only)

### **Financial Responsibilities**

- To assist in robust financial and budget management

### **Supporting People to Plan and Lead Their Own Lives**

- To listen and understand what is important to, and for, the individual
- To use appropriate tools to help people plan their lives.
- To facilitate people to make use of the full range of community resources
- To work in a non-judgemental manner to support people with what is important to them.
- To help people understand and manage risks in everyday life.

### **Consistency**

- To be involved in developing and implementing policies and procedures and agreed guidelines for supporting individuals and for the service.
- To work towards measurable goals agreed within a supervision and appraisal framework of performance management.
- To develop and maintain an excellent team working environment focussed on the delivery of personalised services.

### **Time Management**

- To respect the needs of individuals and to arrive in good time to support people with their planned activities.
- To respect colleagues and others and to arrive in good time for meetings and other events.
- To prioritise tasks and ensure that each is given adequate time to achieve.
- To support individuals in an appropriate manner to give each person time to realise their personal goals.
- To ensure that staff manage their time effectively and are accountable for performance
- To participate in attendance management

### **Professional Development**

- To learn from experience and the experience of others within the team, both formally and informally.
- To attend training, and implement new learning, on a range of topics, as defined through Annual Appraisal and supervision
- To keep abreast of developments both locally and nationally relating to the support of people with disabilities

- To take a lead role in the induction and coaching of new and less experienced colleagues.

### **Teamwork / Lone Working**

- To work closely with, and guide, colleagues to support people in an agreed and consistent way
- To communicate information with colleagues to support service delivery, using a range of methods including; in person, by telephone and via electronic communication etc.
- To take initiative to support individuals, and staff, and to make appropriate decisions without constant management intervention.

### **Working in Partnership with other Significant People**

- To value the contribution of parents, carers and staff colleagues in the support of individuals
- To signpost and seek the advice and support of relevant professional colleagues
- To ensure effective communication with those people involved in the lives of individuals
- To deal professionally with members of the public

### **Qualifications**

Type	Level required
Professional qualifications/memberships	None
Education	NVQ 3 care or equivalent. Working knowledge of Valuing People and the Choice and Independence agenda. Working knowledge in Health & Safety, Supervision, Epilepsy, Medication, Management of Risk, Safeguarding Adults etc Excellent Literacy and Numeracy Skills Use of Assessment tools

### **Desired Technical / Knowledge**

Type	Description
Service/ Condition Specific Knowledge includes, but not limited to:-	Proact SCIPr(physical interventions) Knowledge of Autism, TEACCH, Triad of Impairments, Makaton Dysphagia Dementia
IT Skills	Good skills in Microsoft Office

	Use of technology involved in mobile working
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## Behavioural Competencies

Competency	Key to role
Person Centred Approach	<ul style="list-style-type: none"> <li>• Able to demonstrate values and principles of choice and independence</li> <li>• Able to demonstrate a creative approach to Person Centred Planning</li> </ul>
Communication Skills	<ul style="list-style-type: none"> <li>• Able to demonstrate the ability to communicate effectively at all levels and reflect this in the delivery of effective support using a variety of appropriate methods.</li> <li>• Able to promote positive and professional relationships and resolve conflict situations.</li> </ul>
Provision of appropriate information	Can demonstrate the ability to search a variety of information sources to meet the needs of the individual and resolve queries
Time Management	<p>Is able to demonstrate working effectively as part of a team and to work on a range of priorities to agreed outcomes.</p> <p>Is able to support others to manage their workload</p> <p>Is able to demonstrate effective management of own and others time</p>
Provide high quality services	Can demonstrate the ability to provide solutions to challenges; review, maintain and improve service delivery.
Flexibility and Positive Attitude	Can demonstrate ability and willingness to respond to changing aspirations and needs of individuals and to the changing needs of the service.

**All candidates will be subject to an enhanced CRB check**

## Role Profile

Job Title	Manager – CommunitySpace
Barnet Band and scale range	
Reports to	Service Manager, In-House Services
Service area	Adult Social Services
Number of staff responsible for	30fte (may be more individual staff members to include part time)
Budget responsibility (£)	Approx £1m

**CommunitySpace** is an innovative and forward-thinking service offering person-centred day opportunities and community participation to people with learning disabilities. It offers support to people who have used traditional day centres and to those who have been used to a community-based service. The service aims to support people to lead fulfilled lives as a valued member of their local community.

Purpose of Job: -

To inspire, lead and motivate and manage staff to support people with learning disabilities and those around them to build lives filled with opportunities and value-based activities in their local community.

### Key accountabilities :

#### Promoting the Rights of People with Disabilities

*People with disabilities have the right to develop fulfilling lives in the community and to share them with the people they choose.*

- Challenge inequality and promote a positive image of people with disabilities
- Challenge outdated practices and attitudes
- Ensure that people with disabilities are fully included in their local communities

#### Effective Leadership and Management

*A leader will inspire people to create a way for everyone to contribute to making something extraordinary happen.*

- Offer leadership to the team and reflect good practice
- Influence the direction, culture and way of working
- Supervise and develop staff
- Manage the recruitment and selection of positive staff, in conjunction with people who use the service
- Manage staff performance in line with the range of HR policies.
- Develop and manage complex Community-based Day/ Employment Support Services
- Manage resources in a way that is creative and offers value for money
- Represent Barnet in a variety of situations and settings
- Work proactively and professionally

- Delegate responsibility for managing specific areas of the service, as appropriate.

### **Financial and Resource Responsibilities**

- To be the budget holder, responsible and accountable for the service
- Ensure robust budget management to keep the service within prescribed financial limits.
- Explore opportunities for alternative funding streams
- Take responsibility for the imprest account
- Provide timely budget monitoring reports to senior management
- Ensure transparency in all financial transactions.
- Take overall responsibility for The Space building

### **Risk Management**

*Risk-taking can be a very positive experience for anyone and a part of everyday life. People with learning disabilities need support to take risks and try new things. It is important to support the team to help people think about the risks they want to take.*

- Ensure that all risks are fully assessed, managed and documented.

### **Supporting People to Plan and Lead Their Own Lives**

*Life is not a rehearsal! This role involves encouraging your staff to understand that, and help the people they support to make the most of every day to maximise their chances for independence.*

- Develop and manage staff to be flexible and respond to individuals' changing needs and aspirations, which may include providing a service in evenings and at weekends.

### **Consistency**

*The best things happen when people communicate and share their experience.*

- Develop, implement and manage local policies and procedures and to be involved in the development of the wider In-House Service.
- Work towards measurable goals agreed within supervision and appraisal
- Develop and maintain an excellent person-focussed team,
- Be an active member of the management team for the In-House Service.
- Ensure clear communication within the team to provide the highest level of service

### **Time Management**

*Time matters – we must make every minute count!*

- Respect others and arrive in good time for meetings and other events.
- Prioritise tasks and ensure that each is given adequate time.
- Support individuals and the team and give each person time to realise their goals.
- Prioritise and manage own time and that of others effectively.
- Work flexibly according to the needs of the service

### **Professional Development**

*We need you to be the best you can be.....learn from everyone!*

- Learn from experience and the experience of others within the team
- Attend training, and implement new learning on a range of topics
- Keep abreast of developments both locally and nationally relating to the support of people with disabilities and the management of staff.

### **Working in Partnership with other Significant People**

*Together **Everyone** Achieves **More***

- Value the contribution of parents, carers and colleagues in the support of individuals and wider service delivery
- Signpost and seek the advice and support of relevant professional colleagues
- Listen to all stakeholders
- Network with other agencies and providers
- Use your networks to support people with disabilities to find employment
- Actively explore, generate and built partnerships with a range of community organisations

### **Qualifications**

Type	Level required
Education	Extensive knowledge of “Valuing People Now” and the Personalisation, Choice and Independence agenda. Working knowledge of the management of Health & Safety, Supervision, Epilepsy, Medication, Safeguarding Adults etc Excellent Literacy and Numeracy Skills
Experience	At least two years experience in a senior role within disability services  Extensive experience working with people with learning disabilities and their carers.

### **Desired Technical / Knowledge**

Type	Description
Service/ Condition Specific Knowledge includes, but not limited to:-	Mental Capacity Act, Benefits, Legislation relating to People with Disabilities, Individualised Budgets, Direct Payments, RAS Knowledge of Employment Issues relating to people with disabilities Makaton Proact SCIPr(physical interventions)

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IT Skills	Excellent skills in Microsoft Office SAP R3 Finance and HR systems Use of technology involved in mobile working
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**All candidates will be subject to an enhanced CRB check**

## Role Profile

<b>Job Title</b>	Service Development Manager – Barnet Independent Living Service
<b>Barnet Band and scale range</b>	45-48
<b>Reports to</b>	Service Manager – Physical & Sensory impairment
<b>Service area</b>	Adult Social Services
<b>Number of staff responsible for</b>	15 fte (may be more individual staff members to include part time)
<b>Budget responsibility (£)</b>	£600,000

**Purpose of Job:** - To manage the service and lead its development, working within the framework of the seven social care outcomes, to achieve a Centre for Independent Living in Barnet. To maximise the use of available resources and implement the vision of choice and independence for people with disabilities.

## Key accountabilities

### Promoting the Rights of People with Disabilities

- To challenge inequality and promote a positive image of people with disabilities.
- To challenge outdated practices and attitudes in line with Barnet's Disability equality scheme and Equalities policy.
- To ensure that all aspects of service delivery and development are defined and implemented in partnership with people with disabilities.

### Managing Staff

- To supervise and appraise staff according to the Council's staff development policies.
- To act as a positive role model of good practice.
- To coach and mentor staff members.
- To manage the recruitment and selection of staff.
- To manage staff performance in line with the range of HR policies.

### Management of the Service

- To manage and develop a community-based rehabilitation, enablement and vocational training service that promotes choice and control for service users to live independently.
- To manage resources to ensure effective service delivery.
- To manage development planning for the service.



- To represent Barnet in a variety of situations and settings.
- To work proactively and professionally.
- To delegate responsibility for managing specific areas of the service, as appropriate.
- To manage the physical environment and act as Premises Controller.

### **Financial and Budget Responsibilities**

- To be the budget holder, responsible and accountable for the service.
- To ensure robust budget management to keep the service within prescribed financial limits.
- To explore opportunities for alternative funding streams.
- To take responsibility for the imprest account.
- To provide timely budget monitoring reports to senior management.
- To ensure transparency in all financial transactions.

### **Leadership and Innovation**

- To influence and motivate staff to provide excellent service, that promotes best practice in all areas.
- To steer the establishment of a Barnet centre for independent living , managed by and for disabled people.

### **Risk Management**

- To ensure that all risks are fully assessed and managed.

### **Supporting People to Plan and Lead Their Own Lives**

- To develop and manage the service to respond to individuals' changing needs and aspirations that promote independent living.

### **Consistency**

- To develop and implement local policies and procedures, and promote the principles and objectives of Barnet's Physical & Sensory Impairment commissioning strategy.
- To work towards measurable goals agreed within a supervision and appraisal framework of performance management.
- To develop and maintain an excellent team focussed on the delivery of personalised services.
- To be an active member of the Adult social services management team.
- To ensure service compliance with external regulatory bodies and national guidance.
- To manage the development of the service plan to meet the objectives of the Corporate Priorities.

### **Time Management**

- To respect others and to arrive in good time for meetings and other events.
- To prioritise tasks and ensure that each is given adequate time to achieve.
- To support individuals and the team in an appropriate manner to give each person time to realise their goals.
- To manage one's own time and that of others effectively.

### **Professional Development**

- To learn from experience and the experience of others within the team, both formally and informally.
- To attend training, and implement new learning, on a range of topics, as defined through Annual Appraisal and supervision.
- To keep abreast of developments both locally and nationally relating to the support of people with disabilities and the management of staff.
- To actively participate in the Younger Adults Social Services Division.

### **Working in Partnership with other Significant People**

- To value the contribution of family carers, health and social care colleagues in the support of individuals and wider service delivery.
- To signpost and seek the advice and support of relevant professional colleagues.
- To promote effective communication with all stakeholders.
- To network with other agencies and providers.
- To develop networks to support people with disabilities to find employment.
- To deal professionally with members of the public.

### **Qualifications**

Type	Level required
Professional qualifications/memberships	None
Education	NVQ 4 Care/ Registered Manager's Award, or equivalent . Extensive knowledge of NSF for Long Term Conditions, Improving Life Chances of Disabled people and the Choice and Independence agenda. Working knowledge in the management of Health & Safety, Supervision, Epilepsy, Medication, Safeguarding Adults etc Excellent Literacy and Numeracy Skills

### **Knowledge /Skills**

Type	Description
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Service/ Condition Specific Knowledge includes, but not limited to:-	DDA ,Mental Capacity Act, Benefits, Legislation relating to People with Disabilities, Individualised Budgets, Direct Payments, RAS Knowledge of Employment Issues relating to people with disabilities BSL Moving and handling
IT Skills	Excellent skills in Microsoft Office SAP R3 Finance and HR systems Use of technology involved in mobile working

## Competencies

Competency	Key to role
Person Centred Approach	<ul style="list-style-type: none"> <li>• Able to demonstrate values and principles of choice and independence</li> <li>• Able to demonstrate a creative approach to Person Centred Planning</li> </ul>
Communication Skills	<ul style="list-style-type: none"> <li>• Able to demonstrate the ability to communicate effectively at all levels and reflect this in the delivery of effective support using a variety of appropriate methods.</li> <li>• Able to promote positive professional relationships and resolve conflict and complex situations.</li> </ul>
Provision of appropriate information	<ul style="list-style-type: none"> <li>• Can demonstrate an understanding of the importance of cascading relevant information</li> <li>• Can demonstrate the ability to search a variety of information sources to meet the needs of the individual and resolve queries</li> </ul>
Manage competing priorities	<ul style="list-style-type: none"> <li>• Is able to demonstrate working effectively on a range of competing priorities to agreed outcomes.</li> <li>• Is able to demonstrate effective management of time</li> </ul>
Provide high quality services	<ul style="list-style-type: none"> <li>• Can demonstrate the ability to meet and exceed regulatory standards of service provision</li> <li>• Can demonstrate the ability to provide solutions to challenges</li> </ul>

Flexibility and Positive Attitude	Can demonstrate ability and willingness to respond to changing aspirations and needs of individuals and to the changing needs of the marketplace
Change Management	Can demonstrate the ability to provide leadership and support to people who are going through a period of change
Project Management	Can demonstrate the knowledge and commitment to drive a project to completion using the appropriate project management tools.
Teamwork	Can demonstrate ability to manage a diverse team dispersed throughout the borough
Leadership & negotiation	Able to demonstrate strong interpersonal skills to challenge, support, influence and engage others at all levels
Political awareness	Ability to work effectively in a political environment and establish positive relationships with councillors, senior managers, staff, external partners and interest groups in a way that establishes confidence, credibility and trust.

**All candidates will be subject to an enhanced CRB check**

## Role Profile

Job Title	Deputy Manager – Registered Residential Services
Barnet Band and scale range	Scp 31-34
Reports to	Manager of Service
Service area	Younger Adults, Disabilities
Number of staff responsible for	No direct reports, however will have supervision responsibility.
Budget responsibility (£)	None

### Purpose of Job: -

- To participate in the management of the service and its development, working within the framework of the seven social care outcomes.
- To support the manager to maximise the use of available resources and implement the Vision of Choice and Independence for people with disabilities
- To Deputise for the Manager, in their absence

## Key accountabilities

### Promoting the Rights of People with Disabilities

- To challenge inequality and a promote a positive image of people with disabilities
- To challenge outdated practices and attitudes
- To ensure that people with disabilities are fully included in service development

### Managing Staff Staffing Responsibilities

- To supervise staff according to the Council's Supervision Policy and participate in the appraisal framework of staff development
- To act as a role model of good practice
- To induct, coach and mentor staff members
- To participate in the recruitment and selection of staff
- To assist with the management of staff performance in line with the range of HR policies.

### Management of the Service

- To support the management of resources to ensure effective service delivery
- To assist with the development of the service
- To deputise for manager and represent the service in a variety of situations and settings
- To work proactively and professionally
- To take on delegated responsibility for managing specific areas of the service
- To assist with the management the physical environment
- To participate in a rota to provide emergency out-of-hours advice and support to staff

### **Financial and Delegated Budget Responsibilities**

- To assist the manager with robust financial and budget management and to keep the service within prescribed financial limits
- With the manager, to explore opportunities for alternative funding streams
- To ensure transparency in all financial transactions

### **Leadership and Innovation**

- To be an excellent role model in influencing staff to provide excellent service

### **Risk Management**

- To ensure that risks are identified, assessed and managed

### **Supporting People to Plan and Lead Their Own Lives**

- To participate in the development and management of the service to ensure it responds to individuals' changing needs and aspirations
- To be an excellent role model listening, understanding and working in a non-judgemental manner to support people with what is important to, and for them.
- To support people to make use of the full range of community resources
- To support staff to help people to identify, understand and manage risks in everyday life.

### **Consistency**

- To assist with the development and implementation of local policies, procedures and guidelines for supporting individuals and for the Service; and to participate in the development of the wider In-House Service as appropriate
- To work towards measurable goals agreed within the supervision and appraisal framework of performance management.
- To assist the development of excellent team working, focussed on the delivery of personalised services
- To be an active member of the senior team for the service
- To support service compliance with external regulatory bodies. E.g. CSCI, NAS Accreditation etc.
- To participate in the development of the service plan to meet the objectives of the Corporate Priorities

### **Teamwork / Lone Working**

- To work closely with, and guide colleagues to support people in an agreed and consistent way

- To communicate with colleagues to support service delivery, using a range of methods including in person, by telephone and via electronic communication etc.
- To take initiative to support individuals, and staff, and to make appropriate decisions.

### **Time Management**

- To respect others and arrive in good time for meetings, to support people with their planned activities, and other events
- To prioritise tasks and ensure that each is given adequate time to be achieved
- To support individuals, and the team, in an appropriate manner to give each person time to realise their goals
- To manage own time and that of others effectively.
- To assist with the management of attendance

### **Professional Development**

- To learn from experience and the experience of others within the team, both formally and informally.
- To attend training, and implement new learning, on a range of topics, as defined through Annual Appraisal and supervision
- To keep abreast of developments both locally and nationally relating to the support of people with disabilities and the management of staff
- To take a lead role in the induction and coaching of new and less experienced colleagues
- To actively participate in the Younger Adults Social Services Division as appropriate

### **Working in Partnership with other Significant People**

- To value the contribution of parents, carers and colleagues in the support of individuals and wider service delivery
- To signpost and seek the advice and support of relevant professional colleagues
- To promote effective communication with the people involved in the lives of individuals and with other stakeholders
- To network with other agencies and providers as appropriate

### **Qualifications**

Type	Level required
Professional qualifications/memberships	none
Education	NVQ 4 Care/ Registered Manager's Award, or equivalent (or working towards it) Extensive knowledge of Valuing People Now and the Choice and Independence

	<p>agenda.</p> <p>Working knowledge in the management of Health &amp; Safety, Supervision, Epilepsy, Medication, Safeguarding Adults etc</p> <p>Excellent Literacy and Numeracy Skills</p>
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### Desired Technical / Knowledge

Type	Description
Service/ Condition Specific Knowledge includes, but not limited to:-	<p>Mental Capacity Act, Benefits, Legislation relating to People with Disabilities, Individualised Budgets, Direct Payments, RAS etc</p> <p>Proact SCIPr (physical interventions)</p> <p>Knowledge of Autism, Makaton</p> <p>Dysphagia</p> <p>Dementia</p>
IT Skills	<p>Good skills in Microsoft Office</p> <p>SAP R3 Finance and HR systems</p> <p>Use of technology involved in mobile working</p>

### Behavioural Competencies

Competency	Key to role
Person Centred Approach	<ul style="list-style-type: none"> <li>• Able to demonstrate values and principles of choice and independence</li> <li>• Able to demonstrate a creative approach to Person Centred Planning</li> </ul>
Communication Skills	<ul style="list-style-type: none"> <li>• Able to demonstrate the ability to communicate effectively at all levels and reflect this in the delivery of effective support using a variety of appropriate methods.</li> <li>• Able to promote positive professional relationships and resolve conflict and complex situations</li> </ul>
Provision of appropriate information	<ul style="list-style-type: none"> <li>• Can demonstrate an understanding of the importance of sharing relevant information</li> <li>• Can demonstrate the ability to search a variety of information sources to meet the needs of the individual and resolve queries</li> </ul>
Manage competing priorities	<ul style="list-style-type: none"> <li>• Is able to demonstrate effective lone</li> </ul>



	<p>working, and as part of a team, on a range of competing priorities to agreed outcomes</p> <ul style="list-style-type: none"> <li>• Is able to demonstrate effective management of time</li> </ul>
Provide high quality services	<ul style="list-style-type: none"> <li>• Can demonstrate the ability to meet local and regulatory standards of service provision</li> <li>• Can demonstrate the ability to provide solutions to challenges</li> <li>• Can demonstrate the ability to review, maintain and improve service delivery</li> </ul>
Flexibility and Positive Attitude	<ul style="list-style-type: none"> <li>• Can demonstrate ability and willingness to respond to changing aspirations and needs of individuals and to the changing needs of the Service</li> </ul>
Change Management	<ul style="list-style-type: none"> <li>• Can demonstrate the knowledge, commitment and ability to provide leadership and support to all people who are going through a period of change</li> </ul>
Teamwork	<ul style="list-style-type: none"> <li>• Can demonstrate an understanding and ability to manage a diverse team</li> </ul>
Leadership & negotiation	<ul style="list-style-type: none"> <li>• Can demonstrate strong interpersonal skills to challenge, support, influence and engage others at all levels</li> </ul>

**All candidates will be subject to an enhanced CRB check**

## Role Profile

Job Title	Assistant Manager – Supported Living Service
Barnet Band and scale range	Scp 32-35
Reports to	Manager of Service
Service area	Younger Adults, Disabilities
Number of staff responsible for	No direct reports, however will have supervision responsibility.
Budget responsibility (£)	None

### Purpose of Job: -

- To assist the management of the service and its development, working within the framework of the seven social care outcomes.
- To assist the manager to maximise the use of available resources and implement the Vision of Choice and Independence for people with disabilities by undertaking and being responsible for delegated areas of the Service and by working closely with the manager and the senior team.

## Key accountabilities

### Promoting the Rights of People with Disabilities

- To challenge inequality and promote a positive image of people with disabilities
- To challenge outdated practices and attitudes
- To ensure that people with disabilities are fully included in service development

### Managing Staff Staffing Responsibilities

- To assist the manager to supervise and appraise staff according to the Council's Supervision Policy and appraisal framework and other staff development policies.
- To act as a positive role model of good practice
- To coach and mentor staff members
- To assist with the recruitment and selection of staff
- To assist with the management of staff performance in line with the range of HR policies.

### Management of the Service

- To assist with the management of resources to ensure effective service delivery
- To assist with the development of the service
- To assist with the development of new business
- To represent the manager as appropriate
- To represent Barnet and the Service in a variety of situations and settings
- To work proactively and professionally
- To take on delegated responsibility for managing specific areas of the service

- To assist with the management the physical environment
- To participate in a rota to provide emergency out-of-hours advice and support to staff

### **Financial and Delegated Budget Responsibilities**

- To assist in robust financial and budget management to keep the service within prescribed financial limits
- To explore opportunities for alternative funding streams
- To ensure transparency in all financial transactions

### **Leadership and Innovation**

- To be an excellent role model in influencing staff to provide excellent service

### **Risk Management**

- To ensure that risks are identified, assessed and managed

### **Supporting People to Plan and Lead Their Own Lives**

- To participate in the development and management of the service to ensure it responds to individuals' changing needs and aspirations
- To be an excellent role model by listening, understanding and working in a non-judgemental manner to support people with what is important to, and for, the individual
- To be an excellent role model by facilitating the use of a range of tools to support people, in their own homes, to plan their lives
- To support people to make use of the full range of community resources
- To support staff to help people to identify, understand and manage risks in everyday life.

### **Consistency**

- To assist with the development and implementation of local policies, procedures and guidelines for supporting individuals and for the Service; and to participate in the development of the wider In-House Service as appropriate
- To work towards measurable goals agreed within a supervision and appraisal framework of performance management.
- To assist the development of an excellent team working environment focussed on the delivery of personalised services
- To be an active member of the management team for the service
- To assist with service compliance with external regulatory bodies. E.g. CSCI, NAS Accreditation etc.
- To participate with the development of the service plan to meet the objectives of the Corporate Priorities

### **Teamwork / Lone Working**

- To work closely with and guide colleagues to support people in an agreed and consistent way
- To communicate i with colleagues to support service delivery, using a range of methods including in person, by telephone and electronic communication etc.
- To take initiative to support individuals, and staff, and to make appropriate decisions.

### **Time Management**

- To respect others and arrive in good time for meetings, to support people with their planned activities, and other events
- To prioritise tasks and ensure that each is given adequate time to achieve them
- To ensure that staff manage their time effectively and are accountable for performance
- To support individuals and the team in an appropriate manner to give each person time to realise their goals
- To manage own time and that of others effectively.
- To assist with the management of attendance

### **Professional Development**

- To learn from experience and the experience of others within the team, both formally and informally.
- To attend training, and implement new learning, on a range of topics, as defined through Annual Appraisal and supervision
- To keep abreast of developments both locally and nationally relating to the support of people with disabilities and the management of staff
- To take a lead role in the induction and coaching of new and less experienced colleagues
- To actively participate in the Younger Adults Social Services Division as appropriate

### **Working in Partnership with other Significant People**

- To value the contribution of parents, carers and colleagues in the support of individuals and wider service delivery
- To signpost and seek the advice and support of relevant professional colleagues
- To promote effective communication the people involved in the lives of individuals and with other stakeholders
- To network with other agencies and providers as appropriate

### **Qualifications**

Type	Level required
Professional qualifications/memberships	none
Education	NVQ 4 Care/ Registered Manager's Award, or equivalent (or working towards

	<p>it)</p> <p>Extensive knowledge of Valuing People Now and the Choice and Independence agenda.</p> <p>Working knowledge in the management of Health &amp; Safety, Supervision, Epilepsy, Medication, Safeguarding Adults etc</p> <p>Excellent Literacy and Numeracy Skills</p> <p>Use of Assessment tools</p>
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### Desired Technical / Knowledge

Type	Description
Service/ Condition Specific Knowledge includes, but not limited to:-	<p>Mental Capacity Act, Benefits, Legislation relating to People with Disabilities, Individualised Budgets, Direct Payments, RAS etc</p> <p>Proact SCIPr (physical interventions)</p> <p>Knowledge of Autism, Makaton</p> <p>Dysphagia</p> <p>Dementia</p>
IT Skills	<p>Good skills in Microsoft Office</p> <p>SAP R3 Finance and HR systems</p> <p>Use of technology involved in mobile working</p>

### Behavioural Competencies

Competency	Key to role
Person Centred Approach	<ul style="list-style-type: none"> <li>• Able to demonstrate values and principles of choice and independence</li> <li>• Able to demonstrate a creative approach to Person Centred Planning</li> </ul>
Communication Skills	<ul style="list-style-type: none"> <li>• Able to demonstrate the ability to communicate effectively at all levels and reflect this in the delivery of effective support using a variety of appropriate methods.</li> <li>• Able to promote positive professional relationships and resolve conflict and complex situations</li> </ul>
Provision of appropriate information	<ul style="list-style-type: none"> <li>• Can demonstrate an understanding of the importance of sharing relevant information</li> <li>• Can demonstrate the ability to</li> </ul>

	search a variety of information sources to meet the needs of the individual and resolve queries
Manage competing priorities	<ul style="list-style-type: none"> <li>• Is able to demonstrate effective lone working, and as part of a team, on a range of competing priorities to agreed outcomes</li> <li>• Is able to demonstrate effective management of time</li> </ul>
Provide high quality services	<ul style="list-style-type: none"> <li>• Can demonstrate the ability to meet local and regulatory standards of service provision</li> <li>• Can demonstrate the ability to provide solutions to challenges</li> <li>• Can demonstrate the ability to review, maintain and improve service delivery</li> </ul>
Flexibility and Positive Attitude	<ul style="list-style-type: none"> <li>• Can demonstrate ability and willingness to respond to changing aspirations and needs of individuals and to the changing needs of the Service</li> </ul>
Change Management	<ul style="list-style-type: none"> <li>• Can demonstrate the knowledge, commitment and ability to provide leadership and support to all people who are going through a period of change</li> </ul>
Teamwork	<ul style="list-style-type: none"> <li>• Can demonstrate an understanding and ability to manage a diverse team</li> </ul>
Leadership & negotiation	<ul style="list-style-type: none"> <li>• Can demonstrate strong interpersonal skills to challenge, support, influence and engage others at all levels</li> </ul>

**All candidates will be subject to an enhanced CRB check**

## Role Profile

Job Title	Manager – Supported Living Service
Barnet Band and scale range	Scp
Reports to	Service Manager, In-House Services
Service area	Younger Adults, Disabilities
Number of staff responsible for	30fte (may be more individual staff members to include part time)
Budget responsibility (£)	£1,000,000

Purpose of Job: - To manage the service and lead its development, working within the framework of the seven social care outcomes., To maximise the use of available resources and implement the vision of choice and independence for people with disabilities.

## Key accountabilities

### Promoting the Rights of People with Disabilities

- To challenge inequality and promote a positive image of people with disabilities
- To challenge outdated practices and attitudes
- To ensure that people with disabilities are fully included in service development

### Managing Staff

- To supervise and appraise staff according to the Council's staff development policies.
- To act as a positive role model of good practice
- To coach and mentor staff members
- To manage the recruitment and selection of staff
- To manage staff performance in line with the range of HR policies.

### Management of the Service

- To manage resources to ensure effective service delivery
- To manage development planning for the service
- To represent Barnet in a variety of situations and settings
- To work proactively and professionally
- To delegate responsibility for managing specific areas of the service, as appropriate.
- To manage the communal environment and act as Premises Controller
- To seek opportunities to develop the service and diversify how it is provided
- To participate in a rota to provide emergency out-of-hours advice and support to staff

## Financial and Budget Responsibilities

- To be the budget holder, responsible and accountable for the service
- To ensure robust budget management to keep the service within prescribed financial limits.
- To explore opportunities for alternative funding streams
- To take responsibility for the imprest account
- To provide timely budget monitoring reports to senior management
- To ensure transparency in all financial transactions.

### **Leadership and Innovation**

- To influence staff to provide excellent service

### **Risk Management**

- To ensure that all risks are fully assessed and managed

### **Supporting People to Plan and Lead Their Own Lives**

- To develop and manage the service to respond to individuals' changing needs and aspirations
- To manage service delivery in individual's own homes

### **Consistency**

- To develop and implement local policies and procedures and to be involved in the development of the wider In-House Service.
- To work towards measurable goals agreed within a supervision and appraisal framework of performance management.
- To develop and maintain an excellent team focussed on the delivery of personalised services.
- To be an active member of the management team for the In-House Service.
- To ensure service compliance with external regulatory bodies. E.g. CSCI, NAS Accreditation etc.
- To manage the development of the service plan to meet the objectives of the Corporate Priorities

### **Time Management**

- To respect others and to arrive in good time for meetings and other events.
- To prioritise tasks and ensure that each is given adequate time to achieve.
- To support individuals and the team in an appropriate manner to give each person time to realise their goals.
- To manage one's own time and that of others effectively.

### **Professional Development**

- To learn from experience and the experience of others within the team, both formally and informally.



- To attend training, and implement new learning, on a range of topics, as defined through Annual Appraisal and supervision
- To keep abreast of developments both locally and nationally relating to the support of people with disabilities and the management of staff.
- To actively participate in the Younger Adults Social Services Division

#### **Working in Partnership with other Significant People**

- To value the contribution of parents, carers and colleagues in the support of individuals and wider service delivery
- To signpost and seek the advice and support of relevant professional colleagues
- To promote effective communication with all stakeholders
- To network with other agencies and providers

#### **Qualifications**

Type	Level required
Professional qualifications/memberships	For registered services need to be accepted by CSCI as a 'fit' person.
Education	NVQ 4 Care/ Registered Manager's Award, or equivalent. Extensive knowledge of "Valuing People Now" and the Choice and Independence agenda. Working knowledge in the management of Health & Safety, Supervision, Epilepsy, Medication, Safeguarding Adults etc Excellent Literacy and Numeracy Skills

#### **Desired Technical / Knowledge**

Type	Description
Service/ Condition Specific Knowledge includes, but not limited to:-	Mental Capacity Act, Benefits, Legislation relating to People with Disabilities, Individualised Budgets, Direct Payments, RAS Knowledge of Autism Makaton Proact SCIPr(physical interventions)
IT Skills	Excellent skills in Microsoft Office SAP R3 Finance and HR systems Use of technology involved in mobile working

## Behavioural Competencies

Competency	Key to role
Person Centred Approach	<ul style="list-style-type: none"> <li>• Able to demonstrate values and principles of choice and independence</li> <li>• Able to demonstrate a creative approach to Person Centred Planning</li> </ul>
Communication Skills	<ul style="list-style-type: none"> <li>• Able to demonstrate the ability to communicate effectively at all levels and reflect this in the delivery of effective support using a variety of appropriate methods.</li> <li>• Able to promote positive professional relationships and resolve conflict and complex situations.</li> </ul>
Provision of appropriate information	<ul style="list-style-type: none"> <li>• Can demonstrate an understanding of the importance of cascading relevant information</li> <li>• Can demonstrate the ability to search a variety of information sources to meet the needs of the individual and resolve queries</li> </ul>
Manage competing priorities	<ul style="list-style-type: none"> <li>• Is able to demonstrate working effectively on a range of competing priorities to agreed outcomes.</li> <li>• Is able to demonstrate effective management of time</li> </ul>
Provide high quality services	<ul style="list-style-type: none"> <li>• Can demonstrate the ability to meet and exceed regulatory standards of service provision</li> <li>• Can demonstrate the ability to provide solutions to challenges</li> </ul>
Flexibility and Positive Attitude	Can demonstrate ability and willingness to respond to changing aspirations and needs of individuals and to the changing needs of the marketplace
Change Management	Can demonstrate the ability to provide leadership and support to people who are going through a period of change
Project Management	Can demonstrate the knowledge and commitment to drive a project to completion using the appropriate project management tools.
Teamwork	Can demonstrate ability to manage a diverse team across a range of settings,

	delivering excellent support to people in their own homes.
Leadership & negotiation	Able to demonstrate strong interpersonal skills to challenge, support, influence and engage others at all levels
Political awareness	Ability to work effectively in a political environment and establish positive relationships with councillors, senior managers, staff, external partners and interest groups in a way that establishes confidence, credibility and trust.

**All candidates will be subject to an enhanced CRB check**

## Role Profile

Job Title	<b>Assistant Independent Living Facilitator –Barnet Independent Living Service</b>
Barnet Band and scale range	18-21
Reports to	Team Leader
Service area	Adult Social Services
Number of staff responsible for	None
Budget responsibility (£)	None

**Purpose of Job:** - To offer assistance in the individual support to people with disabilities within the framework of the seven social care outcomes;

- improved health and emotional wellbeing,
- improved quality of life,
- making a positive contribution,
- exercising choice and control,
- maintaining personal dignity,
- economic wellbeing and freedom and
- freedom from discrimination.

## Key accountabilities

### Promoting The Rights of People with Disabilities

- To challenge inequality and promote a positive image of people with disabilities.
- To challenge outdated practices and attitudes in line with Barnet's Disability equality scheme and Equalities policy.
- To ensure that people with disabilities are fully included in the development of service.

### Supporting People to Plan and Lead Their Own Lives

- To listen and understand what is important to, and for, the individual.
- To assist people to make use of community resources.
- To work in a non-judgemental manner to support people with what is important to them.
- To help people understand and manage risks in everyday life.
- To supervise students and individuals undertaking work experience placements within service area.

### Consistency

- To follow policies and procedures and agreed guidelines for supporting individuals and for the service.

- To work towards measurable goals agreed within a supervision and appraisal framework of performance management.
- To play an active role in excellent team work, focussed on the delivery of personalised services.

### **Time Management**

- To respect the needs of individuals and to arrive in good time to support people with their planned activities.
- To respect colleagues and others and to arrive in good time for meetings and other events.
- With the support of colleagues, to prioritise tasks and ensure that each is given adequate time to achieve.
- To support individuals in an appropriate manner to give each person time to realise their personal goals.

### **Professional Development**

- To learn from experience and the experience of others within the team, both formally and informally.
- To attend training, and implement new learning on a range of topics, as defined through Annual Appraisal and supervision.
- To be aware of developments relating to the support of people with disabilities.

### **Teamwork / Lone Working**

- To work closely with colleagues to support people in an agreed and consistent way.
- To communicate information with colleagues, to support service delivery, using a range of methods including; in person, by telephone and via electronic communication etc.
- To take initiative, when required, to support people on an individual basis and to make appropriate decisions without constant management intervention.

### **Working in Partnership with other Significant People**

- To value the contribution of family carers in the support of individuals.
- To seek the advice and support of senior colleagues.
- To deal professionally with members of the public.

### **Qualifications**

Type	Level required
Professional qualifications/memberships	None
Education	Basic knowledge of Improving Life chances of Disabled people, Choice and Independence agenda.

	<p>Basic knowledge in Health &amp; Safety, Epilepsy, Medication, Safeguarding Adults etc.</p> <p>Basic Literacy and Numeracy Skills</p>
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### Desired Technical / Knowledge

Type	Description
Service/ Condition Specific Knowledge includes, but not limited to:-	<p>Moving and Handling</p> <p>Basic knowledge of key signs of BSL</p> <p>Understanding of impact on person of MS, Parkinsons , Motor Neurone Disease , Stroke, Epilepsy, Cerebral Palsy, Acquired Brain Injury, Dysphagia, Dementia, Arthritis, Hearing loss.</p>
IT Skills	Basic IT Skills
Special Job requirements	<p>Ability to lift within manual handling guidelines</p> <p>Able to undertake intimate and personal care tasks when required</p>

### Behavioural Competencies

Competency	Key to role
Person Centred Approach	Able to demonstrate values and principles of dignity, choice and independence.
Communication Skills	Demonstrate the ability to communicate effectively, using a variety of methods.
Manage competing priorities	<p>Is able to demonstrate working effectively as part of a team, on a range of priorities to agreed outcomes.</p> <p>Is able to demonstrate effective management of own time</p>
Provide high quality services	Can demonstrate the ability to provide good quality support.
Flexibility and Positive Attitude	Can demonstrate the ability and willingness to respond to changing aspirations and needs of individuals and

	to the changing needs of the service.
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**All candidates will be subject to an enhanced CRB check**

## Role Profile

Job Title	<b>Independent Living Facilitators – Barnet Independent Living Service</b>
Barnet Band and scale range	25-28
Reports to	Service Development Manager
Service area	Adult Social services
Number of staff responsible for	None
Budget responsibility (£)	None

Purpose of Job: - To offer individual support to people with disabilities within the framework of the seven social care outcomes;

- improved health and emotional wellbeing,
- improved quality of life,
- making a positive contribution,
- exercising choice and control,
- maintaining personal dignity,
- economic wellbeing and freedom and
- freedom from discrimination.

## Key accountabilities

### Promoting The Rights of People with Disabilities

- To challenge inequality and promote a positive image of people with disabilities.
- To challenge outdated practices and attitudes in line with Barnet's Disability equality scheme and Equalities policy.
- To ensure that people with disabilities are fully included in the development of service.

### Supporting People to Plan Their Own Lives

- To use appropriate tools to help people determine plans for their lives.
- To make use of community resources to help and inform people to make decisions.
- To work in a non-judgemental manner to support people with what is important to them.
- To help people understand and manage risks in everyday life.

### Consistency

- To follow policies and procedures and agreed guidelines for supporting individuals and for the service.



- To work towards measurable goals agreed within a supervision and appraisal framework of performance management.
- To develop and maintain an excellent team working environment focussed on the delivery of personalised services.

### **Time Management**

- To respect the needs of individuals and to arrive in good time to support people with their planned activities.
- To respect colleagues and others and to arrive in good time for meetings and other events.
- To prioritise tasks and ensure that each is given adequate time to be achieved.
- To support individuals in a patient manner to give each person time to realise their personal goals.

### **Professional Development**

- To learn from experience and the experience of others within the team, both formally and informally.
- To attend formal training on a range of topics as defined through Annual Appraisal.
- To keep abreast of developments both locally and nationally relating to the support of people with disabilities.
- To participate in the induction and coaching of new and less experienced staff.

### **Teamwork / Lone Working**

- To work closely with colleagues to support people in a predictable and consistent way.
- To communicate information with colleagues to support service delivery, using a range of methods including; in person, by telephone and via electronic communication etc.
- To take initiative, when required, to support people on an individual basis and to make appropriate decisions without constant management intervention.

### **Working in Partnership with other Significant People**

- To value the contribution of family carers in the support of individuals.
- To seek the advice and support of relevant professional colleagues.

### **Qualifications**

Type	Level
Professional qualifications/memberships	None
Education	NVQ2 or equivalent General knowledge of NSF – Long term

	<p>conditions, and Barnet “Valuing People Now” and the Choice &amp; Independence agenda.</p> <p>Basic statutory training in Health &amp; Safety, Epilepsy, Medication , Risk Management, Safeguarding Adults etc</p> <p>Good literacy and numeracy skills</p>
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### Technical / Knowledge Requirements

Type	Description
Service/ Condition Specific Knowledge includes, but not limited to:-	<p>Moving and Handling</p> <p>BSL</p> <p>Basic knowledge of MS, Parkinsons , Motor Neurone Disease , Stroke, Epilepsy, Cerebral Palsy, Acquired Brain Injury,</p> <p>Dysphagia, Dementia, Arthritis, Hearing loss.</p>
IT Skills	<p>Good skills in Microsoft Office</p> <p>Use of technology involved in mobile working</p>
Special Job requirements	<p>Current and clean driving licence</p> <p>Ability to lift within manual handling guidelines</p> <p>Able to undertake intimate and personal care tasks when required</p>

### Behavioural Competencies

Competency	Key to role
Person Centred Approach	Able to demonstrate values and principles of choice and independence
Communication Skills	Demonstrate the ability to communicate effectively at all levels and reflect this in the delivery of effective support using a variety of appropriate methods.
Provision of appropriate data	Can demonstrate the ability to search a variety of information sources to meet the needs of the customer and resolve the queries
Time Management	<p>Is able to demonstrate the ability to manage time</p> <p>Is able to have a flexible approach to working hours</p> <p>Is able to demonstrate working effectively as part of a team and to work</p>

	on a range of competing priorities to agreed outcomes
Provide high quality services	Can demonstrate the ability to provide solutions to challenges; review, maintain and improve service delivery.
Flexibility and Positive Attitude	Can demonstrate ability and willingness to respond to changing aspirations and needs of individuals and the service.

**All candidates will be subject to an enhanced CRB check**

## Role Profile

<b>Job Title</b>	<b>Team Leader –Barnet Independent Living Service</b>
<b>Barnet Band and scale range</b>	<b>34-37</b>
<b>Reports to</b>	<b>Manager of Service</b>
<b>Service area</b>	<b>Adult Social services</b>
<b>Number of staff responsible for</b>	<b>Responsible for supervision of performance of 3fte (may be more individual staff members to include part time) and any voluntary or student staff as required</b>
<b>Budget responsibility (£)</b>	<b>None</b>

**Purpose of Job:** - To work as a part of the management team supervising and guiding staff to offer individual support to people with disabilities within the framework of the seven social care outcomes;

- improved health and emotional wellbeing,
- improved quality of life,
- making a positive contribution,
- exercising choice and control,
- maintaining personal dignity,
- economic wellbeing and freedom and
- freedom from discrimination.

## Key accountabilities

### Promoting the Rights of People with Disabilities

- To challenge inequality and promote a positive image of people with disabilities.
- To challenge outdated practices and attitudes in line with Barnet's Disability equality scheme and Equalities policy.
- To ensure that all aspects of service delivery and development are defined and implemented in partnership with people with disabilities.

### Staffing Responsibilities

- To supervise staff according to the Council's Supervision Policy.
- To agree and monitor individual staff development goals within the supervision and appraisal framework of Performance Management.
- To act as a positive role model of good practice.
- To coach and mentor staff members and volunteers.
- To participate in the recruitment and selection of staff.
- To supervise students and individuals undertaking work experience placements within service area.

### **Management of the Service**

- To coordinate resources to ensure effective service delivery.
- To participate in development planning for the service.
- To represent the manager and the service in a variety of situations and settings.
- To work proactively and professionally.
- To take on delegated responsibility for managing specific areas of the service.

### **Financial Responsibilities**

- To assist in robust financial and budget management.

### **Supporting People to Plan and Lead Their Own Lives**

- To listen and understand what is important to, and for, the individual.
- To use appropriate tools to help people plan their lives.
- To facilitate people to make use of the full range of community resources
- To work in a non-judgemental manner to support people with what is important to them.
- To help people understand and manage risks in everyday life.

### **Consistency**

- To be involved in developing and implementing policies and procedures and agreed guidelines for supporting individuals and for the service.
- To work towards measurable personal development goals agreed within a supervision and appraisal framework of performance management.
- To develop and maintain an excellent team-working environment focussed on the delivery of personalised services.

### **Time Management**

- To respect the needs of individuals and to arrive in good time to support people with planned activities.
- To respect colleagues and others and to arrive in good time for meetings and other events.
- To prioritise tasks and ensure that each is given adequate time to achieve.
- To support individuals in an appropriate manner to give each person time to realise their personal goals.
- To ensure that staff manage their time effectively and are accountable for performance.
- To participate in attendance management.

### **Professional Development**

- To learn from experience and the experience of others within the team, both formally and informally.

- To attend training, and implement new learning, on a range of topics, as defined through Annual Appraisal and supervision.
- To keep abreast of developments both locally and nationally relating to the support of people with disabilities.
- To take a lead role in the induction and coaching of new and less experienced colleagues.

### **Teamwork / Lone Working**

- To work closely with, and guide, colleagues to support people in an agreed and consistent way.
- To communicate information with colleagues to support service delivery, using a range of methods including; in person, by telephone and via electronic communication etc.
- To take initiative to support individuals, and staff, and to make appropriate decisions without constant senior management intervention.

### **Working in Partnership with other Significant People**

- To value the contribution of family carers, health and social care colleagues in the support of individuals.
- To ensure effective communication with those people involved in the lives of individuals.
- To signpost and seek the advice and support of relevant professional colleagues.
- To deal professionally with members of the public.

### **Qualifications**

<b>Type</b>	<b>Level required</b>
Professional qualifications/memberships	None
Education	<ul style="list-style-type: none"> <li>• NVQ 3 care or equivalent.</li> <li>• Working knowledge of NSF –Long term conditions, Improving Life Chances of Disabled People and the Choice and Independence agenda.</li> <li>• Working knowledge in Health &amp; Safety, Supervision, Epilepsy, Medication, Management of Risk, Safeguarding Adults etc</li> <li>• Excellent Literacy and Numeracy Skills</li> <li>• Use of Assessment tools</li> <li>• Disability Discrimination Act</li> </ul>

### **Knowledge**

<b>Type</b>	<b>Description</b>
Service/ Condition Specific Knowledge	<ul style="list-style-type: none"> <li>• Moving and Handling</li> </ul>

includes, but not limited to:	<ul style="list-style-type: none"> <li>• BSL</li> <li>• Knowledge of MS , Parkinson's , Motor Neurone Disease , Stroke, Cerebral Palsy, Acquired Brain Injury, Dysphagia, Dementia</li> </ul>
IT Skills	<ul style="list-style-type: none"> <li>• Good skills in Microsoft Office.</li> <li>• Use of technology involved in mobile working.</li> </ul>

### Behavioural Competencies

Competency	Key to role
Person Centred Approach	<ul style="list-style-type: none"> <li>• Demonstrate values and principles of choice and independence</li> <li>• Demonstrate a creative approach to Person Centred Planning</li> </ul>
Communication Skills	<ul style="list-style-type: none"> <li>• Demonstrate the ability to communicate effectively at all levels and reflect this in the delivery of effective support using a variety of appropriate methods.</li> <li>• Promote positive and professional relationships, both within the service and externally, and resolve conflict situations.</li> </ul>
Provision of appropriate information	Demonstrate the ability to search a variety of information sources to meet the needs of the individual and resolve queries
Time Management	<ul style="list-style-type: none"> <li>• Demonstrate the ability to work effectively as part of a team and to work on a range of competing priorities to agreed outcomes.</li> <li>• Able to support others to manage their workload</li> <li>• Able to demonstrate effective management of own and others time</li> </ul>
Provide high quality services	Demonstrate the ability to provide solutions to challenges; review, maintain and improve service delivery.
Flexibility and Positive Attitude	Demonstrate the ability and willingness to respond to changing aspirations and needs of individuals and to the changing needs of the service.

**All candidates will be subject to an enhanced CRB check**



This job is exempt from the Rehabilitation of Offenders Act 1974 and an enhanced CRB disclosure will be required

Job Title	Service Manager Community Services
Grade	50-53 <i>indicative TBC</i>
Reports to	Director of Operations
Service area	Community Services
Number of staff responsible for	8 Community Services Coordinator Reports
Budget responsibility (£)	TBC

**Purpose of Job: -**

To provide the operational lead and hold responsibility for the Community Services of Your Choice, which provides community-based support to adults with disabilities. This includes, but is not limited to the supervision and management of the Coordinators of each constituent teams, setting and managing budgets and to provide high-performing services shaped by the customers of Your Choice. The post holder will be a part of YCB Management Team.

## **Key accountabilities**

### **Promoting the Rights of People with Disabilities**

- Challenge inequality and promote a positive image of people with disabilities
- Ensure that people with disabilities and their carers are fully listened to and their feedback included in the development of their service

### **Budget Responsibilities**

- Take responsibility for the planning and management of delegated budgets, including providing monitoring reports to the Executive and Board, and taking recovery actions where required
- Be the budget holder, responsible and accountable directly for parts of the service
- Ensure robust budget management to keep the service within prescribed financial limits.
- Explore opportunities for alternative funding streams
- Ensure transparency in all financial transactions.
- Ensure that service delivery is as commissioned



- Ensure service delivery is monitored, recorded and reported accordingly

### **Performance Management**

- Set and monitor team and individual performance objectives and targets by aligning these to the Corporate and Business Plans within Your Choice and The Barnet group.
- Support the development and monitoring of service plans and ensuring their successful implementation and completion.
- Manage individual performance of Community Service Coordinators in line with the range of HR policies, ensuring that policies and procedures are documented and maintained, and that staff receive all appropriate supervision, appraisal and support so to provide a first class service that is compliant with all policies, best practice and statutory requirements.
- Coach and mentor staff members
- Manage the recruitment and selection of senior staff

### **Working in Partnership with other Significant People**

- Seek the views of stakeholders in excellent service delivery
- Lead the organisation in engagement with customers
- Signpost and seek the advice and support of relevant professional colleagues
- Network across the Barnet Group, in local forums and other external situations
- Represent Your Choice in a variety of situations and settings

### **Leadership and Innovation**

- Influence staff to provide excellent service
- Act as a positive role model of good practice to managers and staff within the settings
- Challenge outdated practices and attitudes and support managers to effect a change
- Create a service to maximise the use of resources to ensure effective service delivery.
- Support colleagues in developing the organisation and winning new business
- Motivate and lead colleagues to ensure a flexible service offer
- Contribute to and develop the culture of the organisation

### **Risk Management**

- Ensure that all risks are fully assessed, documented and managed
- Ensure managers keep a register of all risks and their plans to manage them

## **Supporting People to Plan and Lead Their Own Lives**

- Develop and manage the overall service to respond to the challenge of meeting individuals' changing needs and aspirations

### **Consistency**

- Oversee the development and implementation of policies and procedures and the development Community Services Division
- Work towards measurable goals agreed within a supervision and appraisal framework of performance management.
- Develop and maintain an excellent team of Community Service Coordinators focussed on the delivery of flexible personalised services.
- Be an active member of the Your Choice Management Team.
- Ensure service compliance with external regulatory bodies. E.g. CQC
- Manage the development of the service plan to meet the objectives of the corporate priorities
- Research, interpret and implement the implications of new legislation, changes to CQC requirements, best practice and policy changes, and disseminate to staff and front line supervisors as appropriate.

### **Time Management**

- Respect others and arrive in good time for meetings and other events.
- Support individuals and teams in an appropriate manner to give each person time to realise their goals.
- Manage own time, and competing priorities, and that of others effectively.

### **Professional Development**

- Learn from experience and the experience of others within the team, both formally and informally.
- Attend and deliver training, and implement new learning, on a range of topics, as defined through Annual Appraisal and supervision
- Keep abreast of developments both locally and nationally relating to the support of people with disabilities and the management of staff.

### **Flexibility**

- Work with the degree of flexibility required to perform work not specifically referred to, although falling within the scope of the post at the appropriate grade.
- Adopt a flexible approach to working time, to include evening and weekend meetings and activity.
- Manage and participate in a rota to provide out-of-hours support and advice to staff

### **Health and Safety**

- Ensure safe and efficient delivery of service by achieving high standards of compliance with health and safety and management of risk.

- Ensure that buildings within the service are maintained and managed.

### **Commitment to Equality**

- Deliver the organisation's commitment to equality of opportunity both in the provision of services and as an employer. Promote equality in the work place and in the services delivered.



This job is exempt from the Rehabilitation of Offenders Act 1974 and an enhanced CRB disclosure will be required

### Qualifications required

Type	Level required
Professional qualifications/memberships	none
Education	Working knowledge and understanding of legislation and good practice in the sphere of social care services and the Personalisation agenda relating to the support of people with disabilities.

### Desired Technical / Knowledge

Type	Description
Specific Knowledge includes, but not limited to:-	Mental Capacity Act, Benefits, Legislation relating to People with Disabilities, Individualised Budgets, Direct Payments, Knowledge of Autism, TEACCH, Dysphagia Dementia, Sensory Impairment, MS and other degenerative neurological conditions
IT Skills	Good IT skills, including Microsoft Office and the Use of technology involved in mobile working. Use of Finance and HR systems

## Behavioural Competences

Competency	Level
Staff management	<p>Ability to lead staff through effective appraisal, coaching and performance management.</p> <p>Ability to motivate staff, set priorities and targets, direct and plan work to provide a service which meets service standards/deadlines</p>
Teamwork	Communicate and influence, working effectively in providing leadership to a team and as part of a senior management team
Change management	Able to foster a supportive and transparent culture through times of change or uncertainty.
Problem Solving	Able to make sound and timely decisions based on an analysis of the relevant information and deliver innovative and creative solutions to problems
Influencing & negotiation	Strong interpersonal skills and able to challenge, support, influence and engage senior management, executive, Board and peers.
Project management	Effective user of project management techniques.
Leadership	<p>Able to provide leadership to staff in a complex environment.</p> <p>Able to make independent decisions that have a significant impact on daily operations and strategic direction of their team.</p> <p>Able to inspire and encourage buy-in to all aspects of the business</p>
Management & Performance	<p>Ability to initiate and implement service improvements</p> <p>Able to demonstrate an understanding of how the organisation works, both formally and informally</p> <p>Ability to maintain and develop performance indicators for the service and use them proactively to improve performance</p> <p>Able to deliver the organisation's commitment to equality of opportunity both in the provision of services and as an employer</p>
Communication skills	<p>Able to communicate effectively with colleagues and stakeholders at all levels</p> <p>Able to promote positive professional relationships and resolve conflict and complex situations</p> <p>Able to demonstrate excellent communication verbally, non-verbally and in writing</p> <p>Able to prepare and give presentations to large groups of people</p>
Person Centred Approach	Able to demonstrate values and principles of choice and

	independence Able to demonstrate a creative approach to Person Centred Planning
Provide high quality services	Able to demonstrate the ability to meet and exceed regulatory standards of service provision
Flexibility and Positive Attitude	Can demonstrate ability and willingness to respond to changing aspirations and needs of individuals and to the changing needs of the marketplace



This job is exempt from the Rehabilitation of Offenders Act 1974 and an enhanced CRB disclosure will be required

Job Title	Community Services Coordinator
Grade	39-42 – <i>indicative TBC</i>
Reports to	Service Manager – Community Services
Service area	Community Services
Number of staff responsible for	Responsible for Supervision and Performance of Local team of up to 12 staff
Budget responsibility (£)	TBC

### Purpose of Job

As a part of the Community Services Management Team, to help inspire, lead and motivate staff to support people with disabilities, and those around them, to build lives filled with opportunities and value-based activities to develop their choice and independence within their local community.

### Key accountabilities

#### Promoting the Rights of People with Disabilities

*Everyone has the right to develop fulfilling lives in the community and to share them with the people they choose – some people need others to support them to achieve this.*

- Challenge inequality and promote a positive image of people with disabilities
- Challenge outdated practices and attitudes
- Ensure that people with disabilities are fully included in the development of their service
- Work in a non-judgemental manner to ensure people's choices are not restricted

- Confidently apply Safeguarding procedures to support service users, to include investigations where appropriate
- Work proactively with people rather than reactively

### Staffing Responsibilities

- Supervise and support staff in their day-to-day activities, to work within agreed policies and procedures
- Carry out Annual Appraisals with staff to manage their development and goals
- Be a positive role model of good practice
- Coach and mentor staff members
- Participate in the recruitment, selection and induction of staff
- Actively manage and record performance, including attendance
- Investigate areas of poor performance or conduct, as directed by the Service Manager
- Carry out occupational Risk Assessments for staff in their day-to-day work activities

### Management of the Service

- Work with the Service Manager to plan the development of service delivery
- Represent the Service Manager and the Organisation when required
- Take on delegated responsibility for leading specific areas of the service
- Deal with complaints and representations to ensure a positive experience for customers
- Participate in a rota to provide emergency out-of-hours advice and support to staff

### Financial Responsibilities

- Work within robust financial and budget management
- Coordinate resources, including staff deployment, to ensure effective service delivery
- Explore opportunities for alternative funding streams
- Ensure transparency in all financial transactions
- Following training, make use of the organisation's finance software to support smooth service delivery, through the approval of invoices etc.
- Participate in monitoring and recording of service delivery for reporting purposes

### Supporting People to Plan and Lead Their Own Lives

*Life is not a rehearsal! This role involves encouraging people to understand that, and help those they support to make the most of every day to maximise their independence.*

- Coordinate and support the development, implementation and monitoring of person-centred support plans.
- Work flexibly to ensure your team are able to meet the needs and aspirations of individuals, including rehabilitation and enablement, **at times and places to suit them.**
- Ensure staff support people to make full use of community resources
- Support people to understand and manage risks in everyday life and ensure these risks are fully assessed, documented and managed.
- Support people with disabilities to find employment

## **Consistency**

*The best things happen when people communicate and share their experience.*

- Be involved in developing, implementing and reviewing policies and procedures and agreed guidelines for supporting individuals and for the service.
- Work towards measurable goals agreed within supervision and appraisal
- To develop and foster an excellent team-working environment focussed on the delivery of personalised outcomes.
- Be an active member of the Community Services Management Team
- Take an active part in the planning for Business Continuity and managing any situation as it arises.

## **Leadership**

*Leadership is the capacity to turn a vision into reality*

Take responsibility for own actions and support staff to do the same  
Influence and inspire others to strive for excellence and be the best they can  
Be a role model of excellent practice

## **Time Management**

*Time matters – we must make every minute count!*

- Respect the needs of individuals and arrive in good time to support people with their planned activities.
- Respect colleagues and others and to arrive in good time for meetings and other events.
- Prioritise tasks and ensure that each is given adequate time.
- Ensure that staff manage their time effectively and are accountable for performance
- Ensure attendance management procedures are followed and documented
- Support the provision of the service to meet the needs of individuals, including in evenings, at weekends and bank holidays.

## **Professional Development**

- Learn from experience and the experience of others within the team, both formally and informally.
- Attend training, and implement new learning, on a range of topics, as defined through annual appraisal and supervision
- Keep abreast of developments both locally and nationally relating to the support of people with disabilities
- Take a lead role in the induction and coaching of new and less experienced colleagues.

## **Teamwork / Lone Working**

- Develop best practice in team working
- Work closely with, and guide, colleagues to support people in an agreed and consistent way
- Support staff to complete and follow risk assessments with regard to lone working
- Communicate appropriately with colleagues to support service delivery, using a range of methods including: in person, in writing, by telephone and via electronic communication.



- Take initiative to support individuals, and staff, and to make appropriate decisions without constant management intervention.

**Working in Partnership with other Significant People**

- Value the contribution of parents, carers and staff colleagues in the support of individuals
- Signpost and seek the advice and support of relevant professional colleagues
- Ensure effective communication with those people, organisations and community groups involved in the lives of individuals
- Deal professionally with members of the public
- Develop networks to support people with disabilities to find employment
- Maintain good links with professional colleagues, parent and carers to share good practice, knowledge and expertise



### Person Specification

This job is exempt from the Rehabilitation of Offenders Act 1974 and an enhanced CRB disclosure will be required

### Qualifications

Type	Level required
Professional qualifications/memberships	None
Education / Professional Knowledge and Experience	Supervisory/ Management Experience NVQ 3 care or equivalent. Working knowledge of Valuing People, NSF for Long Term Conditions, Improving Life Chances of Disabled People and the Choice & Independence agenda. Working knowledge in Health & Safety, Supervision, Epilepsy, Medication, Management of Risk, Safeguarding Adults etc Excellent Literacy and Numeracy Skills (Minimum GCSE Grade C or equivalent in English Language and Mathematics) Use of Assessment tools Working Knowledge of the Data Protection Act and its consequences Business Continuity Planning

### Desired Technical / Knowledge

Type	Description
Service/ Condition Specific Knowledge includes, but not limited to:-	Proact SCIPr(physical interventions) Knowledge of Autism, TEACCH, Triad of Impairments, Makaton and other communication systems Dysphagia Dementia Wheelchair management Epilepsy Disability Discrimination Act Mental Capacity Act/ DOLS Benefits legislation relating to people with disabilities Personal Budgets and Direct Payments British Sign Language Awareness of Deaf Culture Knowledge of the needs and issues affecting blind & partially sighted people and /or deaf & hard-of-hearing people.
IT Skills	Good skills in IT, including Microsoft Office, Iris

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	Exchequer and other relevant software Use of technology involved in mobile working
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### Behavioural Competencies

Competency	Key to role
Person Centred Approach	<ul style="list-style-type: none"> <li>• Able to demonstrate values and principles of choice and independence</li> <li>• Able to demonstrate a creative approach to Person Centred Planning</li> </ul>
Communication Skills	<ul style="list-style-type: none"> <li>• Able to demonstrate the ability to communicate effectively at all levels.</li> <li>• Able to promote positive and professional relationships and resolve conflict situations.</li> <li>• Able to communicate effectively in a variety of media such as written, verbal, non-verbal, electronic to varying audiences.</li> </ul>
Provision of appropriate information	Can demonstrate the ability to search a variety of information sources to meet the needs of the individual and resolve queries
Time Management	<p>Is able to demonstrate working effectively as part of a team and to work on a range of priorities to agreed outcomes.</p> <p>Is able to support others to manage their workload</p> <p>Is able to demonstrate effective management of own and others time</p>
Provide high quality services	Can demonstrate the ability to provide solutions to challenges; review, maintain and improve service delivery.
Flexibility and Positive Attitude	Can demonstrate ability and willingness to respond to changing aspirations and needs of individuals and to the changing needs of the service.
Teamwork	Can demonstrate ability to manage a diverse team dispersed over several locations
Change management	Able to demonstrate the ability to provide leadership and support to people going through a period of change.

## Your Choice growth figures

Service Centre	Number of New Service Users Funded By LBB
Barnet Independent Living Service	1
Flower Lane Autism Service	2
Rosa Morison Day Service	2
Valley Way	3
Supported Living Service	1
<b>Total</b>	<b>9</b>

1. Please note the above table only includes new service users and service users who have started using a new service centre from YCB Ltd after the transfer from London Borough of Barnet.
2. The figures above are based on the performance data.

# Questions & Answers

Throughout the consultation Barnet UNISON has submitted a number of questions. Please find details of our questions and responses from Your Choice below.

## **Profitability/Financial viability**

**1. “What is the current financial position and has the deficit of £20,000 reported in September 2012 now been eliminated?”**

*YCB are currently projecting a loss for 2012-13 of approximately £60,000. It would have been higher but managers have worked very hard with Finance colleagues to freeze non-essential spend on areas not relating to staffing. There is a query from the Council in respect of £345k that has been paid in respect of growth and the projected loss does not take account of any monies that might need to be repaid.*

**2. “If the profitability and financial position improved what is the current target for reducing expenditure and increasing income (previous target being £700,000)? We are assuming that this target is for the year 2013/14 if not please clarify.”**

*If no changes are made with regard to efficiencies, the change from a block contract to payment-by-actual would create a gap of approximately £1m. This does not necessarily mean that people have stopped using service, but rather that the arrangements for the block contract did not accurately reflect day-to-day usage. These projections do not take into account of increases in costs such as utilities and other essentials or any nationally negotiated pay awards..*

## **Cashflow**

**3. “Has the profitability improved sufficiently to address the cash flow issues resulting from payment in advance to payment in arrears?”**

*The cashflow issue regarding the timing of payment is being addressed by a loan of £1m from Barnet Homes, for three years. This loan has been agreed by the Barnet Homes Board and is subject to commercial interest rates. It will be repayable by lump sum payments at the end of each year of the term of the loan. The budget has been forward planned to ensure that Your Choice is able to move to a surplus position by the end of Year Three of operation and to be able to repay the loan.*

### **Service cost**

**4. “Can you confirm that IT will be provided by Capita?”**

*The Barnet Group will continue to obtain its IT services through Barnet Council who are outsourcing the delivery of this to their NSCSO partner, subject to contract.*

**5. “What will be the cost of IT from Capita and how does this compare with the current council cost?”**

*We have not received a cost for this service but are expecting a reduction from the current costs of a minimum of 10%.*

**6. “Please provide details of what procurement process Your Choice followed to establish that the Capita option is the most cost effective option. Please provide a copy of your procurement rules.”**

*We tendered for the IT solutions and after comparing the direct tenders we received we decided the greatest value for money solution was to remain with the Council.*

**7. “What progress has been made in relation to reducing costs around utilities?”**

*A total of £16, 000 has been saved on utilities spend by changing suppliers and the meter-reading process.*

### **Service charges**

**8. “What is the unit cost of the services Your Choice provides (individual to the service quoted, not amalgamated to Your Choice as a whole).”**

*The basic costs for services, as set out in the contract with L.B. Barnet are as follows:-*

- *Flower Lane £55 per half day*
- *Rosa Morison £55 per half day*
- *CommunitySpace/ BILS £15 per hour*
- *Valley Way £265 per night*
- *Supported Living £15.20 per hour (in line with the LBB Supported Living Framework offered to all approved suppliers)*

*For people with complex or more challenging needs who require additional support, it is agreed on an individual basis with the commissioner of the service, which may be the individual themselves, or their representative, or a local authority or other third party.*

**9. “What is the budget allowance being given to the service user to purchase service?”**

*Estimated Personal Budgets are calculated for each individual, based on their needs. They are determined following a Community Care Assessment. When support planning, service users may negotiate a Personal Budget which is higher than the Estimated Budget, if they are able to evidence that they to purchase support to meet their outcomes. The decision on the allocation of Personal Budgets lies with L.B.Barnet (or other funding authority for non-Barnet residents)*

**10. "Please provide the cost of the shortfall in personal budget to unit cost to the service user."**

*Please see above response. This is a matter of individual assessment and discussion with the funding authority.*

### **Staffing data**

**11. "As we are entering into statutory redundancy consultation please provide agency staff data for Your Choice and Barnet Homes."**

*This will be provided at the Consultation meeting on 28th February*

**12. "Please confirm that the GLPC job evaluation scheme applies to all new posts created in this new restructure?"**

*This is correct.*

**13. "Can you confirm that you are creating a new Head of Service post in addition to a Director of Your Choice? If so please provide the rationale behind this decision?"**

*This will be provided in the Consultation papers.*

**14. "In the consultation document I note the proposal to move Sheltered Housing and Assist into Your Choice. It is our view that this is either TUPE transfer or a section 113 secondment transfer of Barnet Homes staff into Your Choice. Please can I have your response on this matter?"**

*As staff of Sheltered Housing and Assist will remain employees of Barnet Homes, TUPE is not applicable, and as this is purely a change to line management under a group structure we believe there is no requirement to consult. In relation to Section 113 there is no agreement with a local authority and this change in line management is within a group structure and therefore the requirements of Section 113 do not apply.*



UNISON responses to specific points contained within the official consultation documents (see Appendix A)

**1. Paragraph 2.4 “Review the structure which will result in 6.8 posts being deleted and the introduction of a new management structure.”**

**UNISON response:** Deletion of frontline workers at a time when the Council is claiming to want to protect frontline services. Reducing staffing numbers on already stretched services will have a negative impact on staff health& wellbeing and the knock on impact will be service quality.

**YOUR CHOICE response:** As explained previously, we are moving to payment by use on market rates which means we will receive approximately £1million less income than we did in the last 12 months, we have to reduce our costs to support this change.

**2. “Deletion of enhanced payments and introduction of a 7 day week”**

**UNISON response:** This will place more pressure on low paid staff and result in experienced staff looking to leave as soon as they are able. It will lead to high turnover in staff which will have an impact on service delivery. The proposals will have a serious impact on staff morale and motivation. This is a very dangerous proposal.

**YOUR CHOICE response:** See above response. We are happy to consider alternative proposals that meet our need to reduce our costs as part of the consultation process.

**3. “Benchmarking of salaries with similar organisations and the introduction of a new salary structure in line with the findings of the benchmarking exercise”**

**UNISON response:** In the absence of any information and our insight in to the pay of the private sector this proposal means cutting low paid staff to below a living wage. This consultation report provides **no information or evidence** as to the reasons why the business plan agreed only a year ago was critically flawed. We are not in a position to know the **scale and rationale** for this attack on low paid care workers. It is our view that it is simply wrong to claim that paying poor wages does not **impact** on the quality of care.

**YOUR CHOICE response:** As discussed, this is no longer part of this consultation exercise. We will carry out this review and if changes are proposed as a consequence we will consult about these separately.

**4. “Paragraph 3.2 The figure of £60,000 is a 300% increase on the figure provided to UNISON less than three months ago. This is more evidence that the business case was critically flawed. Please explain why the increase.”**

**YOUR CHOICE response:** This is not in connection with the business case. We were originally planning to restructure the management team earlier and this was assumed in the budget position communicated. It made more sense to consult about the full range of proposals and therefore this was delayed slightly meaning the budget position changed.

**On Page 5**

5. **“The 345k owed to the Council. There is no information as whether the Council are going to insist on this repayment and if so what the consequences are for Your Choice.”**

**YOUR CHOICE response:** We are pleased to confirm that whilst work continues on £145k, the Council have confirmed that £200k does not need to be repaid.

**The paragraph starting “If no changes are made...”**

6. **“Please provide a detailed breakdown of this £1million gap and a response to why this massive gap was not foreseen by the Council’s Legal Advisors and Consultants?”**

**YOUR CHOICE response:** The breakdown was provided last week and I cannot comment on the work carried out by another organisations advisors.

**The paragraph starting “The move to payment in arrears....”**

7. **“How has this happened?”**

**YOUR CHOICE response:** Payment in arrears is a normal arrangement for these types of services, payment in advance was made for the first 12 months to support the creation of Your Choice and minimise the need for up front cash to be invested.

8. **“Is this a cash flow problem or is it a profit problem or a combination of both? Is this linked to the block contract issue or a separate financial issue?”**

**YOUR CHOICE response:** There are two issues, cash flow is the issue caused by movement to payment in arrears and a separate issue where moving to market rates and payment by use from a block contract causes a reduction in income of approximately £1 million.

**Paragraph starting “The budget has ...”**

9. **“Please provide evidence for this financial assumption.”**

**YOUR CHOICE response:** See response from last week, we are unable to provide a cash flow forecast as this is commercially sensitive.

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**10. “What new business has been won by Your Choice?”**

**YOUR CHOICE response:** As referred to in respect of the £345k growth element within the 1<sup>st</sup> year block contract. Your Choice has successfully grown the hours delivered by a minimum of £200k and we believe in the region of £350k. We have not won any tendered new business at this time.

**11. “What are the lower costs of your competitors?”**

**YOUR CHOICE response:** Our competitors are providing services to the LBB within the market rates the Council sets.

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**12. “Valley Way a respite residential unit was required to provide a deputy manager, please confirm why this is no longer a statutory requirement?”**

**YOUR CHOICE response:** Under previous regulation regimes there was a requirement to have a deputy but it has been confirmed by CQC that it is no longer a requirement

**Paragraph 4.3 Waking Night staff**

**13. “We are concerned about the proposal to reduce waking night staff from 2 to 1 staff both for the staff and service users.”**

**YOUR CHOICE response:** Noted.

**Paragraph starting “In Supported Living ..**

**14. “UNISON is concerned that waking staff are being removed from the Supported Living service, currently deployed in Agatha House.”**

**YOUR CHOICE response:** Noted.

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**Paragraph 4.5 Supported Living Restructure**

**15. “UNISON is concerned with the proposals to reduce the number of support workers from 23.2 FTE to 6 FTE. We believe this is de-skilling and reducing**

support at a time when the focus post Francis inquiry is on need for better trained and skilled staff and more supervision.”

**YOUR CHOICE response:** Noted.

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#### 5.1 Enhanced payments

16. “UNISON is concerned by the proposals to remove enhancements for low paid care workers. We believe this will have an impact on staff morale and motivation and will impact on the quality of new recruits to the service.”

**YOUR CHOICE response:** Noted.

#### 5.2 Review of salaries

17. “Please provide the results of the initial benchmark of your competitors.”

**YOUR CHOICE response:** We will share the results once we receive them and have reviewed them internally.

18. “UNISON is concerned that the benchmarking will simply result in low paid workers facing a further cut to their pay resulting in a demoralised workforce. This will impact on the quality of service provision.”

**YOUR CHOICE response:** Noted.

Organisation	Position	Basic Salary	Hourly rate
	Res Support Worker	£14,828 - £16,668	
	Waking Night	£16.476 - £18,520	
	Flexible Support Worker	£14,828 - £15,204	
	Support Worker	£16,026	£7.68
	Support Worker	£12,334	£6.30
	Support Worker Level 1	£17,597.25	£9.00
	Support Worker Level 2	£19,181	£9.81
	Supported Living Coordinator	£13,439	£7.16
	Supported Living Assistant	£12,463	£6.64
	Project Worker	£17,000 - £22,500	
	Sheltered Housing Assistant	£12,000 - £17,000	
	Night Project Support Worker	£13,000 - £18,000	
<b>Barnet Homes</b>	Assist Operator	£21,951 - £23,277	£11.69 - £12.40
	Community Support Officer	£23,277 - £25,455	£12.40-£13.56
	Sheltered Housing Officer	£23,277 - £25,456	£12.40-£13.56

<b>YCB</b>	Assistant Support Worker	£17,808 - £18,915	£9.49- £10.07
	Support Worker	£23,277- £25,455	£12.40-£13.56
	Night Support Worker	£23,277- £25,456	£12.40-£13.56

Enhancements	Hours per week (FTE)	Comments
	40	
	40	
	annualised hours with shift patterns	
x2 for Christmas Day, Boxing Day, NYE pm and NYD	40	
	37.5	
x1.5 for Christmas Day, Boxing Day and NYD	37.5	Night and day staff. All staff expected to work nights and/or days
x1.5 for Christmas Day, Boxing Day and NYD	37.5	
	assuming 36 hour week	
	assuming 36 hour week	
	assuming 36 hour week	
	assuming 36 hour week	
	assuming 36 hour week	
		The enhancements are currently 36 being looked at
1.5 for weekends and x2 BHs	36	
1.5 for weekends and x2 BHs	36	

1.5 for weekends and x2 BHs	36
1.5 for weekends and x2 BHs	36
1.5 for weekends and x2 BHs	36