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| **Directorate:** | **Health & Care Services** |
| **Service Review:** | **Reablement**  |
| **Date:**  | **9 February 2016** |

 **FAQ’s**

**Q:** Why do they need to drive if they never have before?

A: There will be a need to respond to service users (and staff urgently) that will not always be possible via public transport, therefore there is a requirement to travel independently via a motorised vehicle due to the geographical dispersal of the staff and service users throughout the County. This requirement is in line with other providers were they clearly state that a full driving licence and access to a motorised vehicle is required due to the need to travel to service users.

Q: Home Care cases - what happens to them?

A: Current Home care cases will continue as normal until a further decision has been made on this part of the service.

Q: Where is the OT coming from?

A: OTs will come from the wider Health & Care Service and be an integral part of the reablement service.

Q: Why are there no 18 Hours contracts?

A:There are a number of 18 hour Reablement Support Worker posts within the proposed structure.

Q: I have had a look at the new proposals and note that there will be a central location for all the Reablement Co-ordinators. This clearly will mean that many people would not be able to take up these positions because of travelling and family commitments. I consider this to be very unfair on these people. Why can each district not be divided up by district.  For example, Furness and South Lakes have a combined office, Allerdale and Workington another combined and Carlisle and Eden combined.  This would benefit those staff members who like to work earlies and those who like to work lates. If you are insistent that Out of Hours department should go then at least people could all work in the areas that suits them and the shifts could be worked out to suit their preferences too? Surely a happy workforce would be your preference?

A: We are proposing a centralised back office function. And that is to ensure we have resilience to cover staff absence during operating hours; to ensure consistent, timely advice and guidance is given to all our customers and the centralised team have a collective and immediate overview of County wide demands on the service at all times. However, we are happy to receive counter proposal(s) which can demonstrate the principles we are trying to achieve can still be met by not operating a centralised back office function

Q: I refer to p8 of the pack: Centralised business  function and note that there are no supervisors reporting to the Business  Improvement Manager. Why is this? Who will be responsible for line management  of the reablement co-ordinators? Managing their attendance, performance, supervisions and appraisals, not to mention adherence to policies and procedures and staff morale.

A: Within the proposed structure the Reablement Service Manager will manage the Supervisors. The Reablement Co-ordinators will report directly into the Senior Reablement Co-ordinators and they in turn to the Business Improvement Manager. The Supervisors primary role will be to manage the staff directly reporting to them and will include all aspects of people management, performance and resource management.

Q: The proposed structure on p8 is misleading. The key refers to existing posts and new posts. If this is the case, why are the existing posts of Business improvement manager and service development officer not in scope and not shown in the upper table on p15. Does this mean that the individuals fulfilling these roles are guaranteed these posts in the new structure?

A: The Business Improvement Manager and Service Development Officer are existing, but vacant, positions.

Q: Have any external agencies or consultants contributed to the formulation of this draft restructure?

A: Not directly but we have used best practice from the Intermediate Care Review in mid 2015.

Q: A new supervisor was recruited in the south in August 2015. We know that there was already talks of restructure at this point.  The supervisor was given a permanent contract which has resulted in putting other supervisors jobs at risks and other supervisor hours reduced.

A: At that point no decision or proposals had been drafted (or agreed) and recruitment to essential positions were necessary to ensure adequate cover within the Supervisory team and continuity of care to our service users.

Q: The proposal is for the south office to be based in Kendal yet Barrow has got more staff and more service users.  Barrow also has more complex clients and issues with staffs due to being in a deprived location.

A: The proposal is to have a registered office in Kendal based on the population, geographical area; demographics and likely future demand on the service. The location of the registered office will not impact on service delivery in the Barrow area.

Q: I also strongly oppose the centralisation of Reablement Coordinators and the new working patterns. For those of us who do live in Barrow I don’t think it’s feasible for us to set off for work at 5 a.m. in the morning to start at 7 a.m. (This will be mean a 3:30 a.m. get up). or work until 11:30 p.m. and not get home from work until 01:30 a.m. Not to mention the extra 4 hours travel a day which this entails without any extra pay or travel allowance. People who are unable to drive to Penrith won’t actually be able to get home from work after an 11:30 p.m. finish. I believe this is an unreasonable request.

A: The proposal for a centralised office is to give the service resilience to cope with absence and leave; to make efficiencies in the way we operate the payroll function; to provide consistent and timely advice and support to staff and service users and ensure a responsive approach to our service users. However, we are happy to receive counter proposal(s) which can demonstrate the principles we are trying to achieve can still be met by not operating a centralised back office function.

Q: Working patterns in the proposed structure are extremely rigid, for example all staff operating the centralised business service will be expected to start at 7am some days and finish at 11.30 on other days. Have people/families been considered? Does the council no longer endorse family friendly policies around work/life balance? Surely if there was more flexibility around start and finish times we would have a better chance of retaining knowledge and expertise in the field.

A: The Council does endorse family friendly policies and is keen to ensure a healthy life/work balance is achieved for all its’ staff. Individual circumstances will be discussed at 1 to 1 meetings. We also need to fulfil our obligation to provide excellent care services to the communities and existing and future service users in Cumbria. And operate a responsive service 7 days a week and 365 days a year to respond to the demands on the service. The proposed operating hours are based on historical and predicted use of the service. The exact 'make up' of everyone's shift pattern can be discussed on a 1 to1 basis. The principle is to ensure we have a front facing service that operates from 7 am to 11.00pm.

Q: Further to my email about rigid work patterns in the centralised business function, I note that working patterns on p21 for reablement review officers are 9-15:30 and 13-20:00. Why can these patterns not be included as options within all areas of the business? Where is the fairness and parity? It seems like an unfair advantage for this particular job role.

A: The requirements and responsibilities of the roles within the service differ to match the demands on the service. The need for front facing staff and co-ordination of the service is greater during the extended periods listed within the Statement of Change.

Q: On p13 of the pack, the OOH team get a brief mention, stating they have operated without a full overview of the service and limited support. As the line manager of this team I have made sure my team are aware of the wider picture through the appraisal process, regular supervision and meetings. As a part time supervisor I have provided excellent support to my team and feel that much of the fantastic feedback we receive from staff, district offices and operations managers is a testimony to our teamwork and dedication, not to mention my own ability to lead and manage a team. In reference to my first point, what additional support will be available for the centralised function? Will supervisors and managers be available outside of office hours to take calls from their staff, deal with problems? Will shift patterns be in operation for these job roles to ensure they are able to support front of house staff between the hours of 7 and 10?

A: We are proposing that a Supervisor is going to be available to answer any queries. And the practice of Managers being on-call to provide support and guidance will continue.

Q: I have received Post Specifications for most roles in the proposed structure. Why has the relevant document for Business Improvement Manager not been sent out? This person will be managing a completely new area of the business, albeit accountable for a lot less staff compared to the Reablement Service Managers (19fte v's 60-70fte). Does this post warrant a full fte based on the numbers? Will the post specification be sent out?

A: Within the proposed structure there will be an element of matrix management as well as direct management. In real terms the Reablement Service Manager will not directly line manage the Reablement Support Workers on a day-to-day basis. There has been a slight delay in sending out the Business Improvement Manager profile due to staff absence. We are anticipating it will be available w/c 8 February and apologise for the delay.

Q: The new role of Senior Reablement Co-ordinator has been designated a grade 8 post. The reablement supervisor is a grade 11 post.

A: The overall purpose/skill/responsibility set is different for each post. The Supervisors key responsibility is staff management, performance and resource management. Although they will continue to have an overview of the service users reablement journey through discussion with the Reablement & Review Officers and Support Workers. The Senior Reablement Co-ordinator’ main focus is to co-ordinate service delivery across the County. The posts have been through the evaluation and moderation process to ensure Corporate consistency.

Q: The benefits of the new technology have yet to be realised. At the moment the level of associated problems experienced by RSWs in South Lakes and reported to the OOH team is high compared to numbers of users.

A: Feedback on the areas causing problems would be useful. If these could be raised through District Co-ordinators please.

Q: Can you please make sure that all appropriate jobs advertised on Intouch are only available for the staff who’s jobs are at risk please, otherwise there isn’t going to be any posts to appy for.

A: We are currently in the engagement process to discuss the proposals and at the moment no one is at risk. But we will continue to monitor any requests coming through to advertise vacancies and take a view as to whether that post is essential to ensure service delivery and/or to safeguard our service users. And make a decision if that post needs to be filled or not.

Q: As part of the Out of Hours team, I have noted a few queries regarding the restructure proposal. We were advised to email our queries and comments to you as individual points, rather than sending one email with bullet points. I am concerned that all admin staff and Out of Hours staff across 4 district offices are being centralised into one location, under the guise of Reablement Co-ordinators. There are 20 positions in total. Currently in Out of Hours there are 8 in the team. We lost a member of the team in Sept 2015 to voluntary redundancy. This post was never advertised or filled, despite the role not becoming redundant. There were discussions around summer 2015 to advertise for 2 x 24 hour co-ordinators. These were vacancies we needed to fill but were never advertised again. The Out of Hours team have “managed” over the interim period but it has always felt we are the forgotten department. Of the 20 Reablement Co-ordinator positions, will any be ring-fenced for Out of Hours?

A: In the proposed structure there are more Reablement Coordinator posts than there are current OOH Coordinators. In this scenerio there is no need to ring-fence the posts; this would only occur if there were less posts than people.

Q: Given there will be 20 Reablement Co-ordinators created by the proposed restructure, are there any plans to include job-share opportunities?

A: If anyone would prefer to work on a job share basis this can be discussed and requested at the 1 to 1 meeting.

Q: The centralised location will either be in Carlisle or Penrith, the proposal for Reablement restructure states. Will the proposal include mileage to and from the new workbase for those who will be commuting?

A: The Workplace Relocation - Additional Travel Assistance procedure will apply, subject to eligibility. <http://www.intouch.ccc/hr/pay_benefits/default.asp?row=3&tab=3>

Q: The OOH team provide a service on evenings, weekends and bank holidays including Christmas and Easter. What are the implications on contracts for those staff who do not currently work at these times, but who will potentially be required to work them as part of the centralised function?

A: The proposal is to have everyone working on the same terms and conditions to ensure we have resilience in the service and a consistent level of support during operating times. By adopting this approach all staff will be on a similar working pattern and we will achieve a greater life/work balance for all.

Q: There is no mention about appeals process in the pack sent to staff. What if there is a failure to agree or the employee wants to challenge the outcome and how it affects them?

A: There is no appeal process for assimilation. If someone considers the offer of suitable alternative employment unreasonable they can raise this with Nikkie Phipps in the first instance, clearly demonstrating why they believe it is unsuitable. A meeting will then be arranged with the employee to discuss the matter; at which they can have a work colleague or Trade Union representative present if they wish.

Q: If the only alternative for an individual is at a lower grade than their current position and they decline, will they be subject to redundancy procedures?

A: If an offer of suitable alternative employment is unreasonably rejected by the employee then we will discuss and assess this on a case by case basis.

Q: By chance I happened upon a letter dated 25 January 2016 from Nikkie Phipps detailing two corrections. I and many people I have spoken to have not received this letter/corrections. The corrections refer to Reablement Support workers, who were shown at grade 5 in the packs that were sent out, when it should read grade 6. I was rather concerned to note that no mention was made of the amendment to the grade for Business Improvement Manager. In packs sent out it reads grade 14, but in the letter sent out on 25 Jan it reads grade 16. On checking the pay and grading structure I note that this is a difference of £5478. I personally find this concerning when my own role is disappearing and all grade 11 posts are subject to a reduction in hours in this service review proposal.

A: As soon as we were aware an error had occurred in the Statement of Change we sent a message to be cascaded down to all staff through the District Co-ordinators and also sent a letter to all staff apologising for the error.

Q: Will trial periods be offered and in what circumstances?

A: If a new contract of employment differs from the corresponding provisions of your current contract of employment, you have a statutory trial period of four calendar weeks in which to decide whether the alternative employment is suitable for you. It also enables the organisation to assess whether or not the post is genuinely suitable for you. The four week period may be extended by Cumbria County Council with your agreement if this is for the purpose of re-training you for employment under the new contract. Trial periods occur where the employee is under notice of redundancy

Q: Has an equality impact assessment been completed prior to this service review?

A: Yes, an Equality Impact Assessment has been completed by the Management team and reviewed by the Council's Equality Officer. The EIA will be continually monitored and updated to reflect any feedback in terms of any impact the proposal(s) and final structure will have on staff.

Q: What policies are in place for this service review/restructure/redundancies?

A: The Council's Management of Change policy and procedures will be followed. <http://www.intouch.ccc/hr/managing_change/default.asp>

Q: What are the essential ground rules for the consultation process?

A: Cumbria County Council are required to consult with the 'appropriate representatives' of any employees who may be affected (directly or indirectly) by the proposed dismissals or by any measures taken in connection with those dismissals.

Consultation must be undertaken with a view to reaching agreement with appropriate representatives on issues such as ways of avoiding dismissals or reducing the number of employee to be dismissed.

Consultation should begin in good time and must begin:
•at least 30 days before the first dismissal takes effect if 20 to 99 employees are to be made redundant at one establishment over a period of 90 days or less
•at least 45 days before the first dismissal takes effect if 100 or more employees are to be made redundant at one establishment over a period of 90 days or less.

Q: Can fixed term, part time and zero hours staff be treated differently to permanent or full time staff?

A: All employees will be treated fairly and legally in accordance with statute and employment law.

Q: How will staff on maternity leave or long term sick be treated/ communicated with?

A: All staff, regardless of their particular circumstances, will be contacted and sent all relevant information, to ensure they are consulted and engaged in the process.

Q: What advice will be available for staff from HR?

 A: Colleagues from the People Management service will be in attendance, wherever possible, at the staff engagement sessions. They will also be reviewing and advising on responses to the FAQ’s.

Q: Will my salary be protected if I am offered a lower paid job?

A: If you are offered and accept a post at a lower Grade than you are currently on then The Pay Protection policy will apply in these circumstances.

Q: Is the job of Business Improvement Manager ring fenced or vacant? If it has been filled, when was it advertised? What grade is it? I’ve seen differing information.

A: The Business Improvement Manager in the proposed structure is vacant. The indicative Grade for this post is 16.

Q: If amendments/ corrections are made to details in the consultation document, could they be sent out/ communicated to all staff in scope?

A: Any changes to the original proposal will be communicated to staff through the staff engagement sessions. And also uploaded on Intouch.

Q: Have management considered grades and responsibilities, skills and experience of existing employees to determine whether any staff should automatically be matched to any of the new positions?

A: We are at the beginning of the engagement process and until a decision has been made on the final structure we are not in a position to begin looking at who will be eligible to assimilate into any of the positions.