

Restructure of Adult Social Care Services in Barnet

Consultation Closure Report and Final Proposals

9 January 2019

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1 Introduction

This document seeks to confirm the final proposals to the restructure of Adult Social Care, also referred to as “the Service”, following a period of formal consultation with staff and the trade unions from 5 December 2018 to 8 January 2019.

2 Background

The council’s MTFS for 19/20 – 23/24 requires a budget reduction of £69.9m, with a target of £27.1m to be delivered in 19/20.

To address the budget gap between 2019 and 2024, the Adults and Safeguarding Committee were asked to set out savings proposals to contribute to the council’s overall savings requirement. Committee approved proposals delivering c. £14M of savings and supported the continued development of further pipeline savings totalling circa £5.5m, as part of the council’s budget setting process.

The agreed proposals include workforce savings of £682k and £113k in 19/20 and 20/21, respectively.

To deliver these savings it was necessary to review and restructure both the senior management arrangements and the roles, teams and functions that sit below the Head of Service (HoS) level.

The senior management restructure closed on 18 December 2018; it proposed a reduction in senior management to take effect in April 2019. The principles of the senior management proposals (in addition to dissolving the commissioning and delivery split, and financial efficiencies) were about reducing management layers, ensuring clarity of accountability, and appropriate spans of control. The proposed changes in the senior management restructure required the realignment of teams and functions in adult social care.

The consultation document set out proposals for the Adults and Communities Delivery Unit and the Adults Joint Commissioning Service to deliver both a new structure that aligns to the senior management restructure proposals and delivers efficiency savings of £682k in 2019/20. Further savings of £113k are required for 20/21, work will be undertaken over the next year to identify these.

Achieving savings at this scale will always be difficult and lead to very challenging decisions. The proposals aimed to achieve these savings and minimise adverse impact for both staff and residents. The following principles governed the development of the proposals:

- Maintaining front line staffing

- Delivering an effective integrated structure through alignment between related functions
- Minimising redundancy
- Delivering services as efficiently as possible

A consultation paper was issued on 5 December 2018 which set out the rationale behind proposals to restructure the Service.

3 Consultation

The consultation was launched for a 30 day period on 5 December 2018 running to 3 January 2019. The Trade Unions were initially informed of consultation at a meeting on 22 November 2018. A formal consultation meeting was held with the Trade Unions on 17 December 2018 and a close of consultation meeting was held with them on 8 January 2019. Following a number of requests from staff and Unison an extension of 5 calendar days was agreed resulting in a new consultation end date of 8 January 2019.

1 to 1 meetings were held with directly affected employees prior to launch and during the formal consultation period.

Staff were encouraged to comment and put forward ideas to improve the proposals or alternative proposals via 1:1 meetings, email and drop in sessions as follows:

Email	<p>Comments and suggestions could be emailed</p> <p>20 individuals and 4 teams responded in this way. Where appropriate, key messages from feedback has been included in section 4 - outcome of consultation and response</p>
Drop-in sessions	<p>There were open drop-in sessions throughout the consultation period where staff were invited to discuss the proposals with senior management.</p> <p>The dates were Monday 10th December 11-12 at Barnet House; Monday 17th December 11-12 at Barnet House; 17th December 3.30-4.30 at NLBP; Wednesday 19th December 10-11 at NLBP; and Wednesday 19th December 11.30-12.30 at Barnet House.</p> <p>Staff could attend as an individual or as a group and either drop in or email project support to book a specific time slot within these sessions.</p>

	<p>The dates of all the drop-in sessions were circulated to staff with the consultation document and reminder outlook invitations were sent in advance of the meetings to encourage attendance.</p> <p>The number of attendees for each session and a summary of topics can be found in section 4 - outcome of consultation and response</p>
One-to-one meetings	<p>Individuals at risk of redundancy have had the opportunity to meet with a senior manager, HR and their own representation where requested.</p> <p>Staff were encouraged to share their thoughts on the proposals with their line manager or a member of the Senior Management Team.</p>
Consultation FAQs / Log on intranet	<p>Throughout the consultation all common questions and concerns were logged with weekly updates and responses where appropriate were circulated via email.</p> <p>Personal questions and queries were responded to directly wherever possible.</p> <p>The FAQ Log is presented at Appendix A.</p>

The consultation period closed on 8 January 2019.

A staff briefing to close consultation was arranged for 10 January 2019 to present the findings of the consultation and update staff on the final proposals being presented to Constitutional and General Purposes Committee.

4 Outcome of consultation and response

A number of consultation responses were received as outlined in the table above. Both individual and team responses have been summarised and responded to in the first table below with a second table summarising the drop-in sessions. Where individuals sought clarity on specific, personal issues they have been responded to directly.

A number of ideas and proposals were submitted on opportunities to improve processes, effectiveness of interactions, the sharing good practice and knowledge. While these suggestions did not directly impact the consultation proposals we are keen to ensure these are fed through as part of the implementation of the new structure.

Individual and Team Feedback and Responses		
Feedback	Response	Topic
<p>Feedback was received supporting the need for a dedicated reviews team and for the reviews team to stay within Care Quality. There were also specific requests to keep residential reviewing within the Care Quality team.</p>	<p>Reviews will continue to be prioritised in the new structure through management ensuring that sufficient priority and attention is given to them by management and teams in the localities service area.</p> <p>As a result of feedback received through the consultation it is now proposed that the Reviews Team will move to the localities service area in its current form for an initial period of 1 year. This will enable the team to continue its project focus on direct payments and enable more time for the integration of the reviewing work into localities teams to be completed, thereby ensuring that relevant prioritisation systems are implemented.</p> <p>No changes are proposed to the location of the AEOs currently within the Care Quality Team (Care Homes and Supported Living).</p>	<p>Function</p>
<p>Feedback was received regarding the proposals for Direct Payments (DP). It was suggested that DP would sit better with operational teams. It was also highlighted that only 45% of Direct Payments are monitored with available capacity and that more could be achieved with the right capacity.</p>	<p>DP monitoring roles will remain as they are in the structure. In order to improve reviews of DPs, it is proposed that the review team will continue the project focused on DP reviews. There will need to be close working between the DP advisors, DP monitoring officers and members of the review team.</p>	<p>Alignment of responsibilities</p>

<p>Feedback was received regarding the customer finance proposals. Concerns were raised on capacity for senior support. There was a suggestion that residential financial assessments would sit more naturally with the rest of the financial assessments team and that actuals should sit with invoicing noting that this would need resource to complete and ensure invoices are paid and clients are billed promptly. It was suggested that all purchasing come together into the team. It was suggested that there could be greater alignment between parts of customer finance and the business intelligence team.</p> <p>There was a suggestion that moving AEO's to the Community Team to carry out reviews would be a real asset to the team and enhance customer service.</p>	<p>Discussion regarding capacity will take place as part of implementation planning for the new structure. Sufficient senior management capacity will be available to support the team.</p> <p>Other than a change in line management for the team managers, no other structural changes are proposed to the customer financial affairs team at the current time but the feedback proposals will be worked through with the team.</p> <p>The intention is that by bringing the customer financial affairs teams into the same service area as the brokerage team, we can create more streamlined processes. The Mosaic project work with Bettergov will be used to develop improvements to our invoicing, billing and purchasing processes.</p>	<p>Alignment of responsibilities</p>
<p>Feedback was received regarding the business support proposals. Concern was raised about workload and how the proposed functions would be incorporated into the team. It was also suggested that the Workforce Development Support Officer role stay in workforce team.</p>	<p>The business support team have already taken on a number of new and complex areas of work (such as risk management) and these are being well managed.</p> <p>Discussion regarding workload will take place as part of implementation planning for the new structure. Sufficient senior management capacity will be available to support the team and ensure workloads are manageable.</p> <p>The workforce development support role will remain within the workforce team.</p>	<p>Alignment of responsibilities</p>

<p>Positive feedback was received regarding the proposals to move the Business Improvement team to Transformation.</p> <p>The team would like to ensure that there are opportunities for horizon scanning, future scoping and creativity – being part of scoping ideas for new services and changes</p> <p>The team has experienced a lot of change in past year – changes in managers and losing staff – so want to emphasise the importance of continuity and a smooth transition (and will be proactive in supporting the transition)</p> <p>Proposed that Engagement Lead sits within the Transformation Service, reporting to Head of Transformation.</p>	<p>Discussion regarding team planning will take place as part of the implementation for the new structure and this will help ensure a smooth transition.</p> <p>The Engagement Lead will need to work closely across transformation, commissioning and operations to effectively deliver the ambition for engagement and co-production in adult social care. Though the proposal is still for the role to formally report into the commissioning team this will not change the requirement to work with all teams.</p>	<p>Alignment of responsibilities</p>
<p>Feedback received over the deletion of Prevention and Wellbeing Lead Role and Prevention and Wellbeing Development Officer role.</p>	<p>The consultation proposals are driven by the need to make financial efficiencies, align functions and ensure that the adult social care structure is updated in line with the council senior management changes. It is necessary to make financial savings in the adult social care staffing budget and vacant posts have been proposed for deletion in order to minimise redundancies. This is the reason for deleting the vacant posts in the Prevention and &Wellbeing team.</p>	<p>Alignment of responsibilities</p>
<p>It is not clear what is meant by ‘the Head of Assessment and Prevention will be designated as professional lead for safeguarding’. What does this mean for other managers?</p>	<p>The professional lead for safeguarding designation is recognition that this role has accountability for the whole safeguarding pathway and standards for adult social care in Barnet. As the senior management lead for the MASH this role oversees the application of safeguarding thresholds and allocation of work to the wider service, along with leading on links to partners in Barnet and across London. This designation is not about providing case advice,</p>	

	above which is currently provided – this should come from managers within each service. This does not reduce responsibility for each manager for safeguarding practice in their area.	
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Drop In Sessions Summary	
Date	Feedback
10 December 2018	<ul style="list-style-type: none"> • 3 attendees • Addressed individual questions about consultation proposals. • Support for changes to PSW role
17 December 2018 (AM)	<ul style="list-style-type: none"> • 6 attendees • Requested to see the EQIA (circulated on 27.12.18) • Discussed the impact on the workforce of post deletions • Discussed the current vacancy levels and the need to ensure appropriate support, supervision and caseload management systems including the balance of complex versus other cases • Discussed the need to map out systems impact and Mosaic requirements • There was a suggestion that the Engagement post should move to Transformation team • Discussed the need for replacements for ASC posts in the SAB sub-group structures • Discussed the need to review role of minute takers in safeguarding
17 December 2018 (PM)	<ul style="list-style-type: none"> • 1 attendee • Discussed the potential split of responsibilities between Review team staff and Localities staff, conducting reviews, assessments, support plans and placements
19 December 2018 (Barnet House)	<ul style="list-style-type: none"> • 17 attendees • Discussed the impact of safeguarding changes including the need for information sharing on provider concerns • Discussed the proposals regarding the review team • Discussed the roles and structure in the proposed practice quality team and the need for clarity.
19 December 2018 (NLBP)	<ul style="list-style-type: none"> • No attendees

5 Final proposals by team

5.1 Communication and Customer Care

The consultation document proposed that:

- The Head of Service post has been vacant since September 2017 and the Communications Lead since September 2018, these posts will be deleted. A significant proportion of these activities have already been absorbed by managers and relevant business support staff.
- The Engagement Lead post will transfer to the Joint Commissioning Team. Engagement will continue to be a function that applies to all elements of adult social care. The function will continue to support operational engagement and strengthen the voice of residents and people with lived experience in the development of commissioning strategies, procurement and service development.
- The apprentice role will transfer to the Transformation Team to continue providing communication and engagement support, however, senior managers will play an important role in communications related to their area.

Final proposal: Implement all proposals

5.2 Customer and Financial Affairs

The consultation document proposed that:

- As a result of the proposed deletion of the Head of Service in the senior management restructure, the function will be transferred to the Care Quality service area. The two teams will transfer in their entirety.
- The team manager (Community and Financial Affairs) and the team manager (Residential Financial Affairs) will report directly to the Head of Care Quality.
- The financial affairs teams and the brokerage team need to work closely together on a range of processes including client billing and provider invoicing. Bringing the teams together in the same service area will enable closer working between the teams and improvements to processes.

Final proposal: Implement all proposals. Other proposals to improve the effectiveness of the team will be further explored with the team by the Head of Care Quality.

5.3 Care Quality

The consultation document proposed that:

- The Head of Service has been on a fixed term basis pending the development of the senior management proposals. In light of these proposals, the current post holder will be confirmed in the role on a permanent basis.
- The customer financial affairs teams are moved to this service area, as set out above.
- In the current structure, the review team is aligned with the provider quality function. However, this does not optimise alignment with the rest of social work and OT teams working with older and disabled people. It is recognised that reviews, along with strength-based conversations, assessments and support planning, are key to the work we do with those who use our services; and that we require sufficient operational capacity for all these elements of the Service user journey. In keeping with the design principle of alignment between related functions, the proposal is that the Review Team is dissolved, with staff in this team moving across to the Localities service area where they will form part of existing Locality teams. This results in the current team manager posts being deleted, with current post holders placed at risk.
- It is proposed that the Lead Practitioner in the review team would move into the newly created vacant Lead Practitioner post in the Localities and be moved onto a permanent contract.

Final proposal:

Implement all proposals apart from the Reviews Team. In response to suggestions made in consultation period the reviews team proposals have been amended as follows:

The review team will transfer to the localities service area in its current structure for an initial period of 1 year, and will continue its focus on post-enablement and direct payments reviews. This will enable the DP review project to be completed and allow for a longer period of time for plans to be made to integrate the review function into localities. No changes are proposed to the location of the AEOs currently within the Care Quality Team (Care Homes and Supported Living).

5.4 Safeguarding

The consultation document proposed that:

- The Quality and Practice team and the Safeguarding Team manager will be restructured into a single team focusing on practice improvement and development and will be based within the Localities service area. This team will comprise learning & development and the case auditing and practice quality programme. The Safeguarding Team Manager will be renamed Practice Quality Manager. The Practice Quality Manager will line manage the Workforce Lead and the Learning and Development Consultant.
- The MCA and DoLS team will transfer to the Head of Hospitals and Health Partnerships service area. This move creates stronger alignment for staff working on complex transfers of care and continuing health care and recognises the often strong health element of DoLS work. However, this does not change the referral criteria for the team.
- The line management of the Team Manager (MCA and DoLS) will change to report to the Head of Hospitals and Health Partnerships.
- The Safeguarding service area has business support staff within the current teams. The proposal is that all business support staff are transferred to the Business Support Team based in the Performance service area and that business support is in general consolidated into this team. This will allow economies of scale and increased resilience in specialist business support processes such as DoLS and safeguarding minute taking. This results in the current DoLS Co-ordinator post being deleted, with the current post holder placed at risk.
- The Principal Social Worker (PSW) role has been focused on the Mosaic reimplementation. It is proposed that this continues and that the role is re-designated as Lead Professional-Quality of Practice and Systems and remains part of the Practice Quality Team, focused on both Mosaic improvements and quality of practice. The role of PSW has proven very successful in terms of providing operational support to the teams and the intention is that this good work continue with the existing worker carrying the operational responsibility for these duties. However, as there is a need for a PSW operating at a senior level in line with national guidance, it is proposed that the Head of Localities is designated as the PSW and carries out the duties associated with the PSW role, supported by the Practice Quality team. This will necessitate some job description changes to both roles but no grading change.
- The Safeguarding Adults Board (SAB) Business Manager has been temporarily line-managed by the Head of Safeguarding. It is proposed that the line management of this post will transfer to the Head of Transformation.

- The Head of Assessment and Prevention will be designated as professional lead for safeguarding. This will not entail any additional line management responsibilities but recognises the value of a designated lead for senior expert advice to staff. In addition, the majority of safeguarding concerns and many enquiries are dealt with by the assessment and prevention service area. Finally, the Head of Assessment and Prevention is also the designated lead for the development of the Adult MASH.

Final proposal: All proposals will be implemented. Over the next few weeks plans will be developed to manage the transfer of these areas.

5.5 Performance and Improvement

The consultation document proposed that:

- In line with the design principle of alignment, it is proposed that as far as possible, business support is consolidated into the main business support team based in the Performance Service area. This will include the specialist DoLS and safeguarding business support roles.
- In the current commissioning and delivery model, adult social care has two small teams of staff working on transformation and change. With the dissolution of the commissioning and delivery model, there is a need to amalgamate the two teams into one. This will create efficiencies and a single focus on delivery of the transformation required to deliver the Council's corporate plan, performance and MTFs requirements. This single team will be located in the Transformation service area. Posts in the existing Improvement and Policy team will move to this service area and be formed into a single team reporting to the Head of Transformation.
- Two vacant posts will be deleted: Business Support Officer and Business Support Assistant.
- The Improvement and Policy Manager post will be deleted, the current post holder is seconded into the Transformation team and the post holder will be assimilated into a new role.
- The job title of the head of service will be amended to Head of Performance and Business Intelligence.

Final proposal:

Implement all proposals

The job title of the head of service will be amended to Head of Performance and Systems.

5.6 Localities

The consultation document proposed that:

- The Head of Service has been on a fixed term basis pending the development of the senior management proposals. In light of these proposals, the current post holder will be confirmed in role on a permanent basis.
- As set out above, the Head of Service will be designated as the Principal Social Worker.
- As set out above, the Practice Quality Team will transfer to the Localities Service Area.
- As set out above, staff within the reviews team move across to Localities service area.
- One vacant AEO post will move to the Assessment & Prevention service to permanently resource the dementia team.
- A vacant Social Work post will be re-designated as a Lead Practitioner role.

Final proposal: Implement all proposals.

5.7 Joint Commissioning

The consultation document proposed that:

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- Two Health and Care Commissioner posts are deleted
- The Health and Wellbeing Commissioning Lead is deleted.
- The Business Intelligence (BI) officer role is deleted. The current BI post holder will be assimilated into a Commissioning Officer role.
- The Engagement Lead reports into the commissioning team.

Final proposal: Implement all proposals

5.8 Hospital and Health Partnerships

The consultation document proposed that:

- As set out above, the MCA/DoLS social work team will transfer to this service area.
- A vacant AEO post is deleted

Final proposal: Implement all proposals

5.9 Transformation

The consultation document proposed that:

- The senior management consultation proposes a line management change for the Head of Service from the Strategic Director to the Assistant Director, Community and Performance.
- Staff from the Improvement and Policy team will transfer to this area and be formed into a single Transformation Team with existing fixed term Transformation staff.
- Following a review and evaluation of the role profile, the seconded Adults and Health Programme Lead will be assimilated on the basis of a job match.
- The Safeguarding Adults Board Manager post will move into this team and report into the Head of Transformation.
- The Apprentice role in Customer Care will transfer to the Transformation Team.

Final proposal: Implement all proposals.

5.10 Assessment and Prevention

The consultation document proposed that:

- As set out above, it is proposed that the Head of Assessment and Prevention is designated as Professional Lead for Safeguarding. This will involve minor changes to this role's job description but no grading change.
- Deletion of the Prevention and Wellbeing Development Lead, the current post holder is seconded and the secondment to be made permanent.
- Deletion of the vacant Prevention and Wellbeing Officer post.
- These proposals will make permanent the specialist dementia team capacity.

- The Occupational Therapy teams will move permanently to Assessment and Prevention following the interim move in December 2017.
- Budget will be allocated to permanently create an AEO post for the dementia team. In addition, the current AEO post on secondment to the dementia team will move from the Localities service to provide the second permanent resource.

Final proposal: Implement all proposals
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5.11 Areas of no or limited change

- The senior management consultation proposes that the heads of service for Assessment & Prevention, Localities, Hospitals and Health, Mental Health and Learning Disability report directly to the Director of Adult Social Care.
- No other changes are proposed to the Mental Health and Learning Disability service areas.

5.12 Summary of post proposed for deletion

- 15 posts in the Delivery Unit and Joint Commissioning Service are deleted. Of the posts proposed for deletion, 14 are currently vacant and 1 member of staff will be put at risk of redundancy (this does not include roles impacted in the Senior Management Restructure.)

6 Selection for roles

The Council has an objective to minimise the potential for redundancies. This is through identifying employees who are potentially 'at risk' of redundancy early and providing access to the Council's redeployment register.

Prior to the opening of formal consultation an assimilation exercise was carried out to identify which posts were considered a job match for roles in the new structure. The exercise followed the procedure set out in the Managing Change policy.

7 Redeployment and redundancy

All employees at risk of redundancy will have access to the Council's redeployment opportunities.

Employees who are not successful at securing a role in the future structure will be expected to fully participate in the Council's efforts to identify suitable alternative employment in positions that are currently covered by agency/consultants or vacant positions.

For employees who may accept a lower-graded role in the new structure, the Council will apply pay protection in line with the Pay Protection Policy.

It is proposed to issue letters confirming the outcome of the consultation and the impact on individuals by 22 January 2019.

8 Additional support available

We recognise that it is imperative that employees are given support during this time. This can be provided through:

- The Council's Employee Assistance Programme: Access to free 24 hour telephone counselling and information services at any time of the day or night:
- Tel: 0800 716 017; Textphone: 0845 600 5499, Online: www.employeecare.com
- HR advice: Where required the Employee relations team can provide some on site advice, via Stephen Cranfield (Stephen.cranfield@barnet.gov.uk).
- Trade Union is also available for support.
- Line management: please discuss directly with your line manager or, if they are not available, their own line manager.

Appendix A: Frequently Asked Questions

No.	Question	Response
1	It would be helpful to have a structure chart to understand the proposed changes	<p>The structure charts will be circulated with the Consultation Document.</p> <p>Update 18.12.18 - The commissioning group as is structure chart is available on request.</p>
2	Reviews Team: Will the structure of the work change for the Reviews team as they are moving to the Localities team?	<p>The work will continue as is and reviews will continue to be done.</p> <p>At a later stage, the scope of the work may change (e.g. take on more elements of the service user journey) but this would not extend beyond individual skills set.</p>
3	Will there be any changes to the Front Door / Occupational Therapy department?	No changes proposed to this area
4	How does deleting vacant post save money?	There is a budget for the post even when the post is not filled. These proposals will delete the post and the budget.
5	DoLS/MCA: What is happening with DoLS/MCA business support? There is a concern about the volume of work in the DOLs team and that there is only one experienced person.	<p>Business support is being consolidated within the central business support team. This will provide an opportunity to make the area more resilient by being part of a larger team.</p> <p>However, please feedback details of your ideas as part of the consultation.</p>
6	DoLS/MCA: Do these changes take into account the legislative changes on the horizon.	Yes. The remit of the team will not change.

		<p>Some of the most complex cases involve health so there is an opportunity for closer joint working with health colleagues.</p> <p>Joint working arrangements will continue where they already exist and this presents another opportunity to strengthen joint working arrangements with Health.</p>
7	<p>Reviews Team: Will there be enough room for the AEOs from the Reviews team in the Localities team? How will they be assigned to posts?</p>	<p>The AEO posts will move into localities team. The detailed arrangements will be worked out as part of consultation discussion.</p>
8	<p>How will the vacant posts have an impact on existing staff members in terms of capacity?</p>	<p>Deleting vacant posts means capacity within impacted teams will be affected.</p> <p>However, the financial pressure the Council is under means we have to manage this change and find ways to manage processes and activities as efficiently and effectively as possible.</p> <p>A number of roles have been held vacant for a period of time to support in managing budgetary pressures in this financial year and we have been monitoring the impact of these.</p>
9	<p>What is the council's financial position following the government's recent statement indicating an easing of financial constraints.</p>	<p>The council's MTFS for 19/20 – 23/24 requires a budget reduction of £69.9m, with a target of £27.1m to be delivered in 19/20.</p> <p>To address the budget gap between 2019 and 2024, each Theme Committee were asked to set out proposals to contribute to the council's overall savings requirement. The Adults and Safeguarding Committee approved proposals delivering c. £14M of savings and supported the continued development of further pipeline savings totalling circa £5.5m, as part of the council's budget setting process.</p> <p>The agreed proposals include workforce savings of £682k and £113k in 19/20 and 20/21, respectively.</p>

10	There needs to be an improvement on all communications related to the restructure. Notice of the opening of consultation was not sufficient.	There was a technical error that prevented the invite getting out to everyone on Monday as planned. However, the timing of the communications was intentionally short as we did not want staff to worry over the weekend. Additional drop in session have been arranged if you were not able to make it to the initial meetings. These have been communicated and are in the consultation document. Reminders will be sent on the day of the scheduled session.
11	Can we extend the 30-day consultation period as many people will be away during the holiday period therefore no scope for dialogue?	We will continue with the 30-day period as planned but will reassess closer to the end date in January if an extension is needed. A number of drop in sessions have been scheduled, please take advantage of these and other ways to feedback. HR surgeries will also continue a weekly basis.
12	Will there be interviews for the new posts? How will the posts be matched within the new departments? It feels like people are being given jobs without a process.	Where secondments are being confirmed the Individuals have already been through a competitive process to be appointed. Similarly, where a fixed term arrangement is being made permanent competitive processes has been carried out to appoint to the role. There have been a number of fixed terms posts that could not be finalised as permanent until after the medium term financial strategy (MTFS) was agreed by Members. The MTFS has now been agreed and this consultation is confirming the posts as permanent.
13	When will the new structure take place?	The new structure will take effect from the beginning of April 2019.
15	Specialist Team: How much additional work will the new roles need to take on? There is a concern about stretching beyond worker capacity?	Everyone is doing complex work and the work of the specialist teams will not change. There are already discussion in the locality teams about how work is becoming more complex and what are the required tools for the workforce going forward and how we continue to build on strengths based working, however, we are keen to hear how

		we manage the distribution of specialist versus generalist work.
16	How does the Council recuperate their bad debt?	<p>There is a process in place to recover bad debt although there is a project to look at how these processes can be improved.</p> <p>As we have reviewed our fairer contributions policy in recent years the level of contribution has increased which has increased both our income and the level of bad debt.</p>
17	Will there be any changes to the Safeguarding pathway as it is already quite challenging?	<p>There will be no changes to the existing pathway.</p> <p>There is work underway to create the Adults Multi Agency Safeguarding Hub (MASH) which is designed to help the Safeguarding team, improve the pathway and multidisciplinary working.</p>
18	How does the restructure impact the Colindale move and team principles?	The preparations for the Colindale move will not change. From January, when consultation closes, the structure will be confirmed and preparations for Colindale should not be impacted.
21	Are the Capita services coming back in on a similar timeline to this and the senior management restructure?	Capita contract review goes to P&R 11.12.18. Phasing of teams coming back in will start in April.
22	When will impacted role profiles be available	These are expected to be ready by the end of this week w/c 14.12.18
23	Do both the senior management restructure and this consultation report have to go to Constitution and General Purpose Committee at the same time?	Yes, to implement in time for the structure to go live in April we must seek approval from Committee to implement the structure at the meeting in January, however if there is a delay with the senior management restructure we would have to consider the suitability of taking this report depending on the cause of the delay.
Week Commencing 17.12.18		
24	Structure chart errors	Thank you for notifying us of errors in the structure chart. Amendments will be made and the final

		structure chart will be available at consultation close
Week Commencing 31. 12.18		
25	<p>Additional comment/clarification on FAQ 15: The distribution of specialist versus generic work in the locality teams can be improved by all social workers being expected to take on specialist work in rotation. This should not only apply to those who are considered to have the skills to do the specialist work, sometimes referred to as allocation according to the worker's strengths. Those workers deemed to have those specialist skills have had to learn them and it is fair that all are expected to do so. This will also ensure a balanced case load for all workers and in the absence of those "specialist workers" others will be able to take over, ensuring a seamless service. Finally, as part of everyone's professional development, we can all learn new skills from each other.</p>	Thank you for your comment. This will be considered by the head of service for the area who is already working on ways to improve the waiting lists and caseload management in the teams.