

RESTRUCTURE REPORT

For restructures or changes with an impact of up to £500,000

Report of: Des O'Donoghue – Head of Brokerage, Contracts & Community Services

Director: Doug Wilson, Statutory Director,
HASC

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Summary of Restructure

In this section you need to outline the rationale for the restructure, the proposed timescales for the restructure, including the effective date, and the impact on services roles and posts. You must attach copies of the organisational chart for the existing and proposed structure, which includes current and expected grades.

You will need to detail the estimated redundancy compensation and other associated costs (pensions) as a result of the restructure, including how these costs will be met.

Your proposal must ensure it meets the Council's design principles which are:

1. There will be no more than 8 organisational layers, including the Chief Executive Officer

2. The spans of control for managers within the organisation must be at least 4

3. There will be a difference of 2 (or more) job grades between a manager and their direct reports

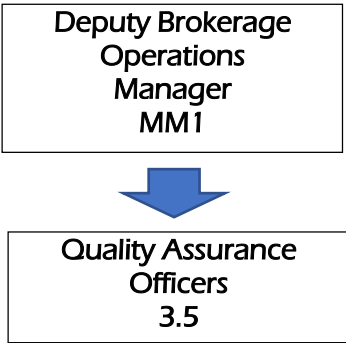
4. All structures and restructures must be within the agreed establishment and budget

In summary this restructure report seeks authority to transfer the Quality Assurance Team which is presently sits under Community Services to the Quality Improvement Team which is under the Safeguarding Adults Service. The transfer will mean the deletion of the Deputy Brokerage Operations Manager, as the Quality Improvement Team Manager will have capacity to manage the combined service.

Quality Assurance Team

The Quality Assurance Team currently sits with the Strategy and Service Development Service within the People Directorate. All Local Authorities must make sure the care and support services it uses are of good quality and provide value for money. The duties around standards and quality for establishments and agencies are contained within both the Care Act 2014 and the Children and Families Act 2014. The role of the team is to complement rather than duplicate the role of regulatory organizations like the Care Quality Commission or OFSTED. The Quality Assurance Team supports this through the completion and reporting of quality assurance and service improvement (QA) reviews. All service providers, whether they are CQC or OFSTED registered or not, will have a QA review. The Team uses a risk-based approach to prioritise work across the market and to highlight areas for detailed work with providers. Quality Assurance visits will not be limited to regulated providers but will also include services provided by, but not limited to, the Voluntary and Community Sector (VCS) and supported living schemes.

Existing Quality Assurance Team Structure

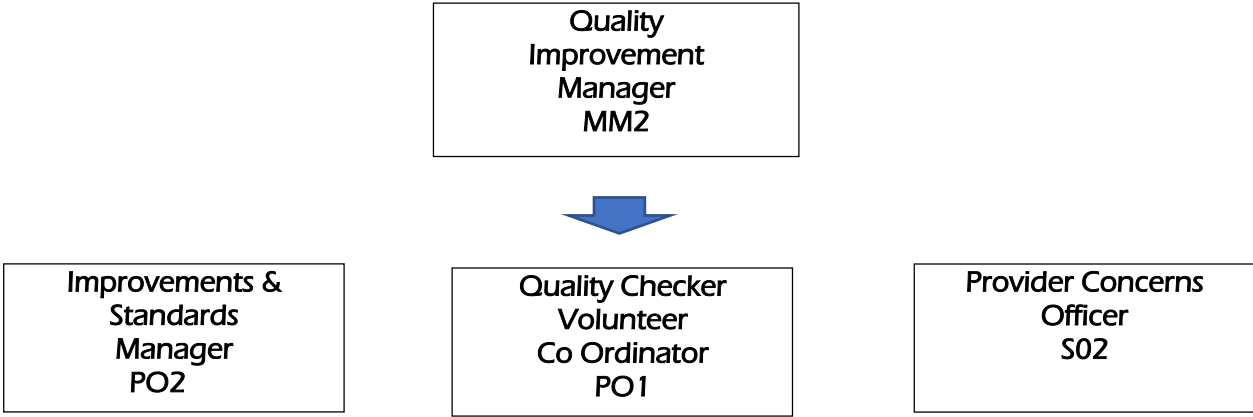


Quality Improvement Team

The Quality Improvement Team sits within Adult Social Care’s Safeguarding Service and carries out the following tasks:

- **Provider Concerns Process** - The team leads on the LBE Provider Concerns process in line with the LBE Provider Concerns process and policy
- **Safeguarding Information Panel** - The team facilitates and manages the SIP meetings and actions and initiatives generated
- **Supporting Failing Providers** - The team provides a range of targeted support mechanisms to service providers, at the earliest opportunity, to make required service improvements.
- **Supporting the Council’s In-house Services** - Regular spot checks and monitoring reviews to ensure services are CQC compliant and any areas of concern are identified and resolved.
- **Delivering Infection Prevention and Control training** - All team members are certified Opus train the trainers for IPC refresher training. This was part of the team’s Covid response to support social care providers and Council staff to work safely and reduce the risks of cross contamination of infectious illnesses.
- **Care of Pets Service** - This statutory function of the Council requires the team to work flexibly and creatively to ensure that pets of people with care and support needs are cared for if their owners require an unplanned hospital admission or treatment away from their home.
- **Quality Checker Project** - The Team facilitates this project and recruits and trains volunteers with experience of receiving a social care service. Volunteers are involved in several projects to review social care services and make realistic recommendations to make improvements. The project’s volunteers have developed and apply ‘a mum test’ and a ‘small changes make big differences’ motto when working on their chosen projects.

Existing Quality Improvement Team Structure



Reasons for the transfer

1. **Improved Services:** The merging of both services will lead to improved quality and continuity of care for clients through the sharing of best practices and resources.
2. **Cost Efficiency:** Due to the Council's current financial pressures and the need to streamline services, the deletion of the Deputy Brokerage Operations Manager will aid the overall savings needing to be achieved. At present the Deputy Brokerage Operations Manager also has Brokers reporting to the post, however these Brokers will report direct to the Brokerage Operations Manager.
3. **Enhanced Expertise:** Will bring together services with different areas of expertise, creating a more comprehensive range of services and knowledge.
4. **Increased Capacity:** We can expand the capacity to serve more individuals, reducing waiting lists and meeting growing demand for social care services.
5. **Risk Mitigation:** Centralising the burden of risks associated with funding changes, regulatory compliance, and market fluctuations.
6. **Better Staffing and Training:** Will provide opportunities for staff development and training, ultimately leading to a more skilled workforce.
7. **Compliance and Standards:** ensuring that we meet regulatory requirements and industry standards more effectively

The effective date will be 1 April 2024.

Respective Structures Post Changes

Brokerage Manager (MM2)



4.5 Brokers SO1
1 Snr Travel Broker MM1

Quality Assurance Manager (MM2)



Improvements & Standards Mgr
Quality Checker Vol Co-Ordinator
Provider Concerns Officer
3.5 Quality Assurance Officers

Impact on Council Priorities

In this section you must outline the impact of your proposal on the Council's priorities:

- **Clean and green places**
Not applicable
- **Strong, healthy and safe communities**
The impact in this area will be a positive one as outlined above as it will support how we support organisations and companies who support some of our most vulnerable residents.
- **Thriving children and young people**
Not applicable
- **More and better homes**
Not applicable
- **An economy that works for everyone**
Not applicable

When did you consult with the Trade Unions?

Date.....Contact Name.....

Human Resources: HR must be consulted to provide advice on the impact of the proposal and plan the changes that will need to be made to update SAP and MI Portal.

The proposal to delete the post of Deputy Brokerage Operations Manager, will result in a potential redundancy situation. The Council's Policies relating to redundancy and redeployment will apply. Consultation will take place with the Trade Unions and individually with the staff affected. The Trade Union meetings are held fortnightly on 8 and 22 November 2023 and the report must be presented by the relevant Service Director with the report author. The author of the report must make arrangements for attendance to ensure the Trade Unions are able to comment in good time prior to individual consultation so they may represent their member if the staff affected belong to a Trade Union. Consultation with the member of staff affected should begin at the latest before the last week of November 2023. Following a 30 day consultation period, if it is decided the role will cease, in order to achieve the savings required, the last day of service would be expected to be 31 March 2024. Based on a 3 month notice period, notice of redundancy would be served before the end of December 2023. The Quality Assurance Officers will be informed of the change in line management.

It will also be necessary for the author to assess and complete appropriate Equality Impact Assessments in the timescales provided using the guidance in the link [EqIA - Equality Impact Assessments \(sharepoint.com\)](#).

Signed.....J.Parsley..... Date...23/10/2023.....

Financial Impact:

The proposal to move Quality Assurance Team to the Safeguarding Service and delete the Deputy Brokerage Operations Manager, will result in a savings of 1 x MM1 post at £71,224 which is based on the top of the MM1 post. This is a full year implication.

The total estimated redundancy and associated pension cost is £103,451.61 for the Deputy Brokerage Operations Manager. Any redundancy or pensions costs could have an impact on this amount in year
(23-24 salary scales were used to calculate these figures)

Signed.....Marina Johnson..... Date.....24/10/2023.....
(Financial Accountant)

This report must be signed by the Director before it is implemented

SignedJon Newton..... Date 31/10/2023.....
(Service Director of Department)