

BRECKLAND DISTRICT COUNCIL

Report of: Alison Webb – Executive Member for Housing, Health and Communities

To: General Purposes Committee – 22nd February 2022

Author: Samantha Armitage, Community Services Manager

Subject: Community Team Service Review

Purpose: To obtain approval to proceed with the implementation of the proposed structure changes to the Community team following a review of the services.

Recommendation(s):

Option 1 – Members approve the implementation of the revised staff structure for the current Community team as detailed in the report.

1. BACKGROUND

- 1.1 As set out in our Corporate Plan, the Inspiring Communities priority is to help our residents to live safe and healthy lives by playing an active part in local communities. We've said we will do this by providing and enabling excellent services that understand and support the needs of our residents and local areas enhancing the quality of life for all. Working collaboratively with our partners, as part of a community led approach, we will work to address vulnerability in Breckland. This will be delivered through our Inspiring Communities programme.
- 1.2 Our Integrated Care System is made up of five Health and Care Alliances and will focus on a place-based approach to better join up health and care, improve population health and reduce health inequalities. Local government have a role to play in both the Integrated Care Partnership Health and Wellbeing Board, and in chairing a local Health and Wellbeing Partnership that will progress work on the wider determinants of health, these partnerships will align to district council boundaries.

Health and Wellbeing Partnerships will lead on:

- Connecting support in the community
- Promoting health and wellbeing, and addressing the wider determinants of health
- Service planning and aligning of local government and NHS services

They will have shared responsibility with the Health and Care Alliance for:

- Local health and care strategy and planning
- Commissioning
- Population health management
- Tackling health inequalities

The Health and Care Alliances will lead on:

- Delivery and transformation of health and social care services
- Alignment and sharing of resources
- Support to develop primary care networks and neighbourhood level working

- 1.3 The Government has set out its vision for 'levelling up' the UK over the next decade. The white paper sets out the government's plan to transform the UK by spreading opportunity and prosperity to all parts of it. The key missions give greater opportunity to local government to support our communities, particularly by working as one Council to develop a single platform of engagement and information.

Broadly, the 12 key missions cover economic recovery and growth, improving health outcomes, reducing deprivation through education, and upskilling and training, ensuring our communities are safe and free from crime, and restoring pride in place.

- 1.4 To meet these outcomes, a review has been undertaken and any staff that may be affected by the changes have been consulted. The review considered the changing needs of what the Council requires from its community team and further considered how to respond to some key priority areas including, legislation coming into place in April 2022 to formalise the Integrated Care System, the vision for 'Levelling up' our communities, and the responsibility placed on District Councils within the Norfolk County Community Safety Partnership.
- 1.5 The proposal for a new team structure is described as follows:

Summary of proposed changes:

- Deletion of Locality Team Leader post (Grade 7)
- Deletion of Locality Officer posts x 2 (Grade 8)
- Creation of Community Team Leader (Grade 7)
- Creation of Health & Wellbeing Officer (Grade 8)
- Creation of Early Intervention Officer (Grade 8)
- Creation of Community Enabler post x 2 FTC (Grade 9) / (out of scope of service review, funded by reserve)

This proposal is **cost neutral** and **does not increase the Establishment numbers**.

The job roles are more focused to ensure a **specialist** response to key priority areas such as tackling health inequalities, preventing vulnerability, ensuring safer communities, economic recovery and sustainability – but always with the ability to provide a **flexible response** to changing priorities.

We will develop a framework that sets out a council-wide approach to working with our communities. This framework will see the team act as single point of contact for the coordination of all Council information, resources, and guidance to our community organisations, to ensure they only tell their story once when making a request for support or setting out their vision.

Overall, the proposal creates a structure with the right skills to meet the Council's corporate objectives and develop key partnerships to embed a community-led approach to improving the lives of our residents. It considers our ability to meet local and national policy by implementing a structure that connects health agenda through the Integrated Care System and meets the wider vision of 'levelling up' our communities.

2.0 OPTIONS

- 2.1 Option 1 – Members approve the implementation of the revised staff structure for the current Community team as detailed in the report.
- 2.2 Option 2: Members do not approve the implementation of the revised staff structure as outlined in the report and retains the existing structure, bringing any fixed term or temporary contracts to an end as they fall due.

3.0 REASONS FOR RECOMMENDATIONS

3.1 The reasons to approve the recommendation are:

- To meet the objectives of the Council's Corporate Plan and deliver against the commitments of the Inspiring Communities theme.
- To meet the aims of the integrated care system, with early planning taking place to ensure effective transition to the new ways of working for maximum impact.
- To have the right skill mix of subject matter expertise that enables a focus on priorities aligned to the needs of our communities, whilst also meeting government legislation, aspiration, and policy.
- To ensure service capacity for business resilience and an innovative approach to service delivery, within budget and to the required quality standard.

4.0 EXPECTED BENEFITS

4.1 The expected benefits are:

- Capacity to take a more active role in our communities to raise awareness of the Council's corporate priorities through an effective, council-wide approach to community engagement.
- Capacity to build a community-led infrastructure designed to tackle issues at local level to remove the reliance on the Council to develop local projects.
- Better awareness of local services and assets for signposting and sharing of best practice among our communities.
- Specialist expertise to inform service delivery including key partnerships, project delivery and investment.

5.0 IMPLICATIONS

5.1 Constitution & Legal

5.1.1 The review has been conducted in accordance with the Council's policies and has been subject to advice and guidance from HR specialists throughout to ensure that the recommendations are fully compliant with employment legislation. The Trade Union has been consulted throughout the process and will continue to be involved throughout the remainder of the process post the decision.

5.12 Staffing matters are non-executive functions and therefore reserved to the Council for decision.

5.2 Contracts

5.2.1 The proposal will result in some contractual changes of employment with the staff who are affected.

5.3 Corporate Priorities

5.3.1 The new structure will ensure the community team meet the objectives of the Council's Corporate Plan and deliver against the commitments of the Inspiring Communities theme.

5.4 Equality & Diversity

5.4.1 The review and resulting process has and continues to be carried out in accordance with the Council's policies and procedures to ensure a fair and transparent process.

5.5 Financial

5.5.1 Please see profoma B (Appendix 2). The proposal is cost neutral and does not increase the Council's establishment numbers.

5.6 Health & Wellbeing

5.6.1 The staff that have been in scope for the consultation have been supported throughout the process and will continue to be supported during the implementation phase.

5.7 Staffing

5.7.1 All staff in scope have been consulted on the changes, per the Council's policies. Redundancies do not apply.

5.8 Stakeholders / Consultation / Timescales

5.8.1 The staff that have been in scope for the consultation have been supported throughout the process and will continue to be supported during the implementation phase. The Trade Union has also been consulted throughout the process. Following the decision by Overview and Scrutiny, and subsequently Council, an implementation phase will begin which will see the new structure start on 01st March 2022.

6.0 WARDS/COMMUNITIES AFFECTED

6.1 All wards.

Lead Contact Officer

Name and Post: Samantha Armitage, Community Services Manager

Telephone Number: 07789 064638

Email: Samantha.armitage@breckland.gov.uk

Key Decision: No

Exempt Decision: No

This report refers to a Discretionary Service

Appendices attached to this report:

Appendix 1 – Structures

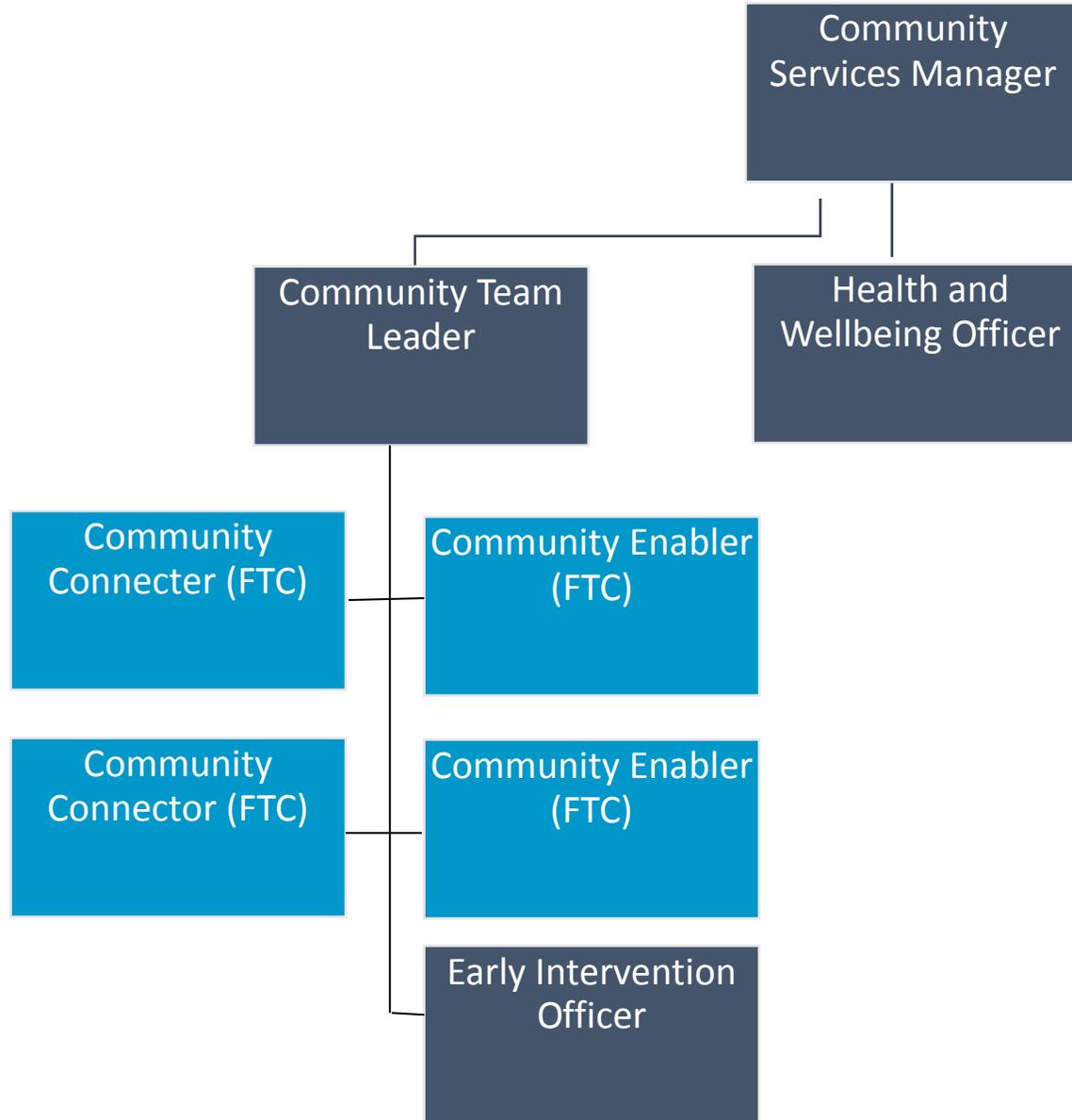
Appendix 2 – Proforma B

Appendix 1

Proposed Structure of affected posts

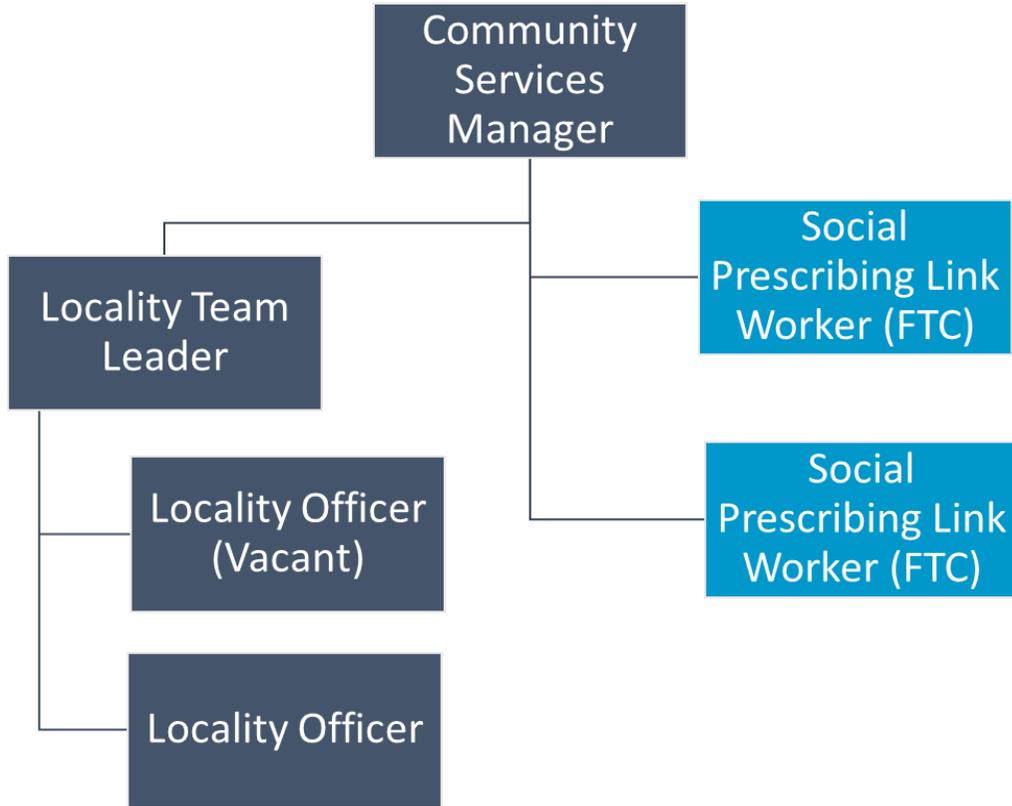
Roles highlighted in light blue are fixed term and out of scope of the service review. They are included to illustrate the full effect of the changes.

Community Connectors were previously known as Social Prescribing Link Workers, the role has not changed. The new job title better reflects the role they undertake.



Existing Structure of affected posts

Roles highlighted in light blue are fixed term and out of scope of the service review. They are included to illustrate the full effect of the changes.



Appendix 2

BRECKLAND COUNCIL FINANCIAL COMMENTS & APPRAISAL

THIS DOCUMENT PROVIDES THE FINANCIAL IMPLICATIONS
IN RESPECT OF THE ATTACHED REPORT

FROM: Mandy Chenery (Senior Accountant Revenue & Projects)
REPORT: Communities Service Review
REPORT DATE: 19th November 2021

	£ Year 1	£ Year 2	£ Year 3	£ Year 4
	2021-22	2022-23	2023-24	2024-25
Revenue				
<i>Income</i>				
	-	-	-	-
Costs				
Salaries (062 **** ***)	-	-	-	-
Total Revenue	-	-	-	-

Capital				
<i>Income</i>				
Description/Code	(-)	(-)	(-)	(-)
Costs				
Description/Code	-	-	-	-
Total Capital	-	-	-	-

Considered By: Informal Exec

Date: 22.11.21

Financial Services Comments

The report seeks to restructure the Communities team. The table above assumes the review will be with effect from 01st January 2022, and the restructure is cost neutral for all years.

There are other posts outside the scope of the new structure which fixed term posts that are funded from the Inspiring Communities reserve.

Financial Risk

No redundancies or pension strain costs are expected. However, should suitable permanent positions not be available when funding ceases for fixed term posts then redundancy costs will apply.