

## **REPORT OF THE SERVICE DIRECTOR, PLACE AND COMMUNITIES**

### **ESTABLISHING THE COMMUNITY EARLY HELP AND SUPPORT TEAM**

#### **Purpose of the Report**

1. To seek approval to:
  - 1) Create a Community Early Help and Support Team within the Trading Standards and Communities Service.
  - 2) Establish a Band D Team Manager post for the team to lead and drive Community Early Help and Support work for the Authority.
  - 3) Move existing relevant posts in the Council's establishment to sit within the new team to maximise benefits of close collaboration.

#### **Information**

##### **Corporate Transformation Ambitions**

2. The Council has established four Corporate Transformation Programmes to deliver improvements in services for the Communities of Nottinghamshire. One of these programmes is the Early Help and Support programme.
3. This purpose of this programme is to identify how the Council can improve the way it works to better support people before any needs they have might become more serious and require the intervention of formal specialist services.
4. Work of the programme has led to identifying a number of different initiatives across the Council designed to build or to utilise capacity in voluntary and community sector groups to deliver community early support.

##### **Early Help and Support**

5. At meeting of Senior Officers from across the Council on 24<sup>th</sup> January, two specific proposals were made for consideration that represented important contributions to the Authority's aspirations to further develop its community support and engagement role.
6. The first proposal approved was to reaffirm the Council's commitment to the further development of the Community Support Hub approach to delivering support in a post-pandemic world. The Hub is led from the Trading Standards and Communities Service, with support from many other areas of the Council.
7. The Community Support Hub links together County, District and Borough Councils as well as Voluntary and Community Sector partners into a virtual countywide collaboration that has

flexed and changed to meet multiple demands and statutory duties placed on it in the last 23 months.

8. The second proposal approved was to establish a Community Early Help and Support Team to begin to bring together relevant resource in one unit to maximise the impact for our Communities and to also act as a point of coordination for community early help work.
9. Senior colleagues accepted by pooling learning, experience, relationships of trust developed, and funding, better outcomes for Communities could be achieved. Further, that the Trading Standards and Communities Service in the Place department would be the appropriate service to locate the team to both complement and take advantage of close working relations with the existing Communities Team expertise and the links to the Community Support Hub.

### **Initial Remit of the Team**

10. The longer-term ambition is that the Service becomes the point of future coordination for the Council's Community Support and Engagement roles through the existing Communities Team and the proposed Community Early Help and Support Team. Work is underway to identify what resource would ultimately be required to deliver this ambition, and how this would be achieved.
11. As a starting point, and to lay the foundations for the future, it is proposed that two existing programmes of work are brought together and put into a newly created team under the Leadership of a new permanent Team Manager role. Other conversations are occurring to identify other posts and roles that might be suitable for being located withing the team.
12. The new Team Manager role will be essential to add much needed additional management capacity and drive to bring the Authority' aspirations to life.
13. The first two areas of work so far identified to be brought together under the Team Manager is the Local Area Coordination Capacity currently being developed in Adult Social Care and Health Department (5FTE), and the Community Friendly Nottinghamshire resource (3FTE) hosted in the Service already.

### **Local Area Coordination (LAC)**

14. A 2-year pilot programme for LAC in Nottinghamshire has been approved by the Adult Social Care and Public Health Committee at its February and July 2021 meetings to create up to 6 Local Area Coordinator roles for a 2-year period.
15. LAC is a community-based support model to empower individuals and families to find solutions within their community before needing formal services. It is open to people of all ages, backgrounds, and circumstances. It emphasises close collaboration between staff and resident to develop a shared sense of purpose on what residents want to improve, and to seek opportunities and solutions within the community. LAC is open to all that need support, whatever their age, background, or circumstances.
16. LAC will work in partnership with other relevant Early Help Council services such as the Maximising Independence Service, Family Hubs, Community Friendly Nottinghamshire ensuring people access the right support at the right time. Key partners in the community will include the voluntary sector, district and borough councils, health (ICS), and faith groups. LAC will build on the system wide Community Hub response.

17. Existing approvals allow for the formal evaluation of the project's impacts before an assessment is made regarding whether to introduce LAC into Business as Usual. Work with local universities and the Council's NCC Strategic Insight Unit to develop a strong evaluation framework from the outset is underway.
18. Five trial areas have already been selected based on an analysis of multiple factors including deprivation, social isolation, prevalence of mental health illness. The areas are in Bassetlaw, Gedling, Mansfield, Newark & Sherwood, and Rushcliffe.
19. Recruitment and commencement of the LAC programme within Adult Social Care and Health has been delayed due to pandemic pressures which now the opportunity to look to locate the new resource within Trading Standards and Communities in the PLACE Department.

### **Community Friendly Nottinghamshire**

20. Community Friendly Nottinghamshire is a project commissioned by Public Health based on a 'community organising' approach utilising a listening/conversation model of interaction to help people to grow. The project supports people to help themselves by focusing on community-led development approaches to upskill residents and communities to build community capacity.
21. 3FTE Neighbourhood Coordinators currently sit within the Communities Team to facilitate people to establish sustainable community groups and assets. The model develops the resilience of local communities in a manner which is self-sustaining. It further addresses wellbeing and the impact of loneliness and isolation amongst people who engage in the groups and networks enabled through this approach.
22. The project is currently funded to end of March 2023, and the budget sits already in the Trading Standards and Communities Budget.

### **Next Steps**

23. Bringing together the Community Friendly Nottinghamshire and the Local Area Coordination roles into one team structure would mean aligning some of the Authority's community capacity building resource with resource actively needing it to support interventions with individuals. This will maximise the outreach into community and the planned prevention activities of this resource.
24. Recruitment to LAC posts is currently on hold pending the appointment of the Community Early Help and Support Team Manager position and establishment of the wider team, which will provide a stable platform to grow Early Help community support and engagement work.
25. Pending approval by Committee, work can commence on staff engagement around the wider team development, and recruitment can commence for the Team Manager role. Once the Team Manager is in post, the recruitment to the LAC positions can commence.

### **Financial Considerations**

26. Adult Social Care and Health Department can provide £498,128 towards funding 5FTE Band A Local Area Coordinator roles and associated costs, and 1FTE Band D Team manager role for 2 years 22/23 and 23/24 from Better Care Fund monies.

27. Based on salaries calculated at the mid-point with a 5% vacancy factor built in, the additional predicted salary cost to the Service of creating the new team for the 2-year period is:

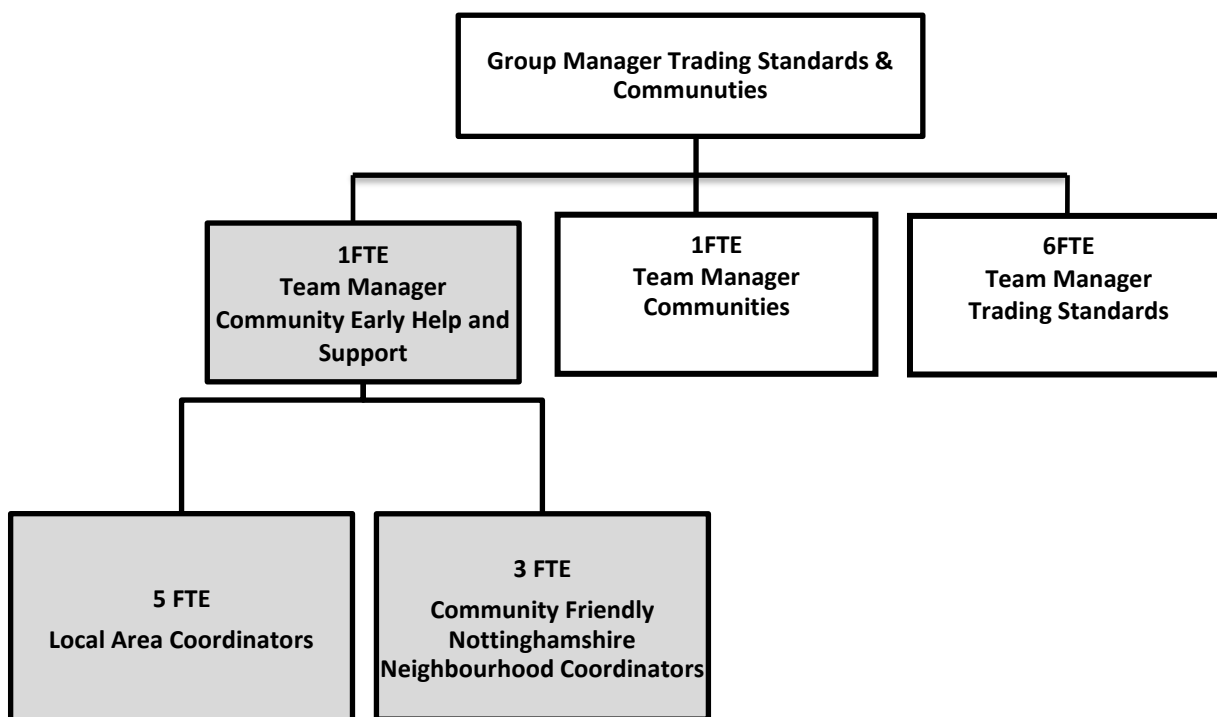
**Additional Staffing Costs 2022/3 and 2023/4**

Post	Grade	SCP	FTE	Pay	NI	Sup	Aptc Levy	Vac' Factor	Total for 1 FY	Total for 2 FY
Local Area Co-ordinators	Band A	26	5.0	152,255	14,912	33,801	761	(10,086)	£191,642	£383,284
Team Manager	Band D	39	1.0	42,821	4,689	9,506	214	(2,862)	£54,369	£108,739
<b>Total</b>			<b>6.0</b>	<b>195,076</b>	<b>19,601</b>	<b>43,307</b>	<b>975</b>	<b>(12,948)</b>	<b>£246,011</b>	<b>£492,023</b>

28. 3FTE Band A Community Friendly Nottinghamshire Neighbourhood Coordinator posts are already funded from the service budget for 22/23.
29. If following job evaluation of the Team Manager role (if required) and appointment to all roles there should be any shortfall in funding for the initial 2-year LAC programme, both PLACE and the ASCH Departments would seek to contain the shortfall from in year savings, or failing that, from relevant reserves created from pandemic government funding provision.
30. In order to demonstrate long term commitment to the Early Help and Support corporate approach and to ensure the appointment of suitable candidate to the Team Manager role in the current jobs market, it is proposed the Team Manager role is a permanent one.

**Proposed Structure**

31. The team would sit in the Trading Standards and Communities Service establishment alongside existing teams as shown below:



## **Other Options Considered**

- 32. To not create the new team as the focal point of the Council's Early Help and Prevention work, leaving existing resource in separate parts of the establishment.
- 33. To develop better joint working through existing Council structures rather than creating one focal point.
- 34. To appointment a temporary Team Manager as opposed to a permanent one.

## **Reasons for Recommendations**

- 35. Creating the new team with the resource currently available will maximise the impact of that resource. This will lay the foundations regarding the aspirations to have one central place of coordination for the Authority's Community Support Early Help and Prevention work going forward.
- 36. The Team would be a visible statement of the Council's intent to transform the outcomes for communities by adopting new approaches that deliver early help to those in need. It would also provide the base from which more relevant resource could be added as the Corporate Transformation Programme continues to evolve and grow.
- 37. The Team Manager would weave together discrete workstreams into a coherent approach to maximise the impact, synergy and shared learning while seeking opportunities to grow the approach.
- 38. There is a unique strength of having an integrated Communities and Adults focus to neighbourhood delivery. Communities have strong and established relationships with CVS and working with neighbourhood groups, whereas ASCH brings social care skills and oversight. The team offers a genuine opportunity for an all-age, corporate approach to community strengthening, that also delivers a place-based approach to person centred care.

## **Statutory and Policy Implications**

- 39. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability, and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Financial Implications**

- 40. The £498k of Better Care funding to be provided by Adults Social Care and Health Department to the PLACE Department will cover additional the additional staffing costs of 5FTE Local area Coordinators and the 1FTE Team Manager role for the first 2 years.
- 41. The initial 2-year period will allow time to undertake a full evaluation of the Local Area Coordination model and make the case to establish it as business as usual going forward.
- 42. The initial 2-year period will allow the identification of other resources in the Council that could be brought together to work in a more joined-up and efficient manner and would allow

the development of businesses cases to realise longer term savings through an Early and Prevention approach.

### **Human Resources Implications**

43. All appointments will be subject to the Council's standard human resources recruitment and remuneration practices.
44. All staff effected by the proposed change will be appropriately consulted with and will be central to developing new approaches going forward.

## **RECOMMENDATIONS**

That the Committee:

- 1) Approves the creation of a Community Early Help and Support Team within the Trading Standards and Communities Service.
- 2) Approves the establishment a Band D Team Manager post for the team to lead and drive Community Early and Help and Support work for the Authority; and
- 3) Approves moving existing relevant posts in the Council's establishment to sit within the new team to maximise benefits of close collaboration.

**Derek Highton**  
**Service Director, Place and Communities**

**For any enquiries about this report please contact:** Mark Walker, Group Manager, Trading Standards and Communities, Tel: (0115) 977 2173

### **Constitutional Comments (KK 15/02/2022)**

45. The proposals in this report are within the remit of the Communities Committee.

### **Financial Comments (RWK 17/02/2022)**

45. The report is proposing the establishment of a Community Early Help and Support Team at an estimated annual cost of £246,000. The team will be established for an initial period of 2 years. The costs incurred will be funded from existing Better Care Fund monies so there will be no net additional cost to the County Council.

### **HR Comments (JP 15/02/2022)**

46. The recommendations set out in this report will be subject to consultation with the staff and the recognised trade unions. Posts will be subject to Job Evaluation where appropriate and recruitment to posts will be in line with the relevant HR policies and procedures.

### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None.

## **Electoral Division(s) and Member(s) Affected**

- All.