



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	24 March 2021
Title of report:	Community Hub Structure
Report by:	Cabinet Member for Communities and Emergency Planning
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

A network of Community Hubs was established in Bury in March 2020 in response to the national requirement for every Local Authority to provide humanitarian aid during the present emergency.

The Hub network is presently comprised of deployed staff from Bury Council and community volunteers. The teams have, however, grown in strength over time and made a significant contribution to the emerging *Let's do it!* vision of neighbourhood delivery and community empowerment.

This paper proposes that through Covid Contain funding, a Council delivery structure for the Community Hubs is formalised initially on a fixed term basis across each of the five neighbourhood footprints. The Hubs will continue to play a key role in the ongoing emergency response and over time will expand to contribute to wider community strategy, to further strengthen local democracy.

Recommendation(s)

That: The proposed staffing structure is agreed for immediate implementation.

Key Considerations

1. Background

Over the last two years, Bury has been developing its approach to neighbourhood working. In September 2019, community groups and residents took part in consultation events to develop what has since become the *Let's do it!* Strategy, which sets out:

- The structured engagement of community groups and residents, through a local community hub, to harness and expand local capacity aligned to community needs and opportunities.
- A consistent set of principles that define a new relationship between communities and public services. These are that we work together to apply a "Local" mindset; to drive "Enterprise"; that communities, residents and public services work "together" with a common mindset and supporting structures and that every intervention follows a "strengths-based" approach.
- A neighbourhood model of public service delivery, where statutory services are integrated around the needs of local communities and follow the principles of prevention and early intervention. The local offer will be comprised of:
 - Integrated health and social care teams;
 - The Children's Early Help teams;
 - A community hub;
 - A "hub" of other public services.

The national requirement to establish of a network of Community Hubs to provide humanitarian aid during the present pandemic has provided an early opportunity to begin to mobilise this vision. In Bury the hubs were established in March 2020 which involved:

- Developing a single point of contact and triage mechanism for people seeking advice and support with shielding and other types of humanitarian aid.
- Providing support to vulnerable people to enable them to stay at home by mobilising efforts around the provision of food and medication.
- Co-ordination of wider public services and volunteers to support schools testing and vaccine centre administration.
- Supporting vaccination arrangements for clinically vulnerable people and other priority cohorts.
- The establishment of referral pathways to other service providers such as Mental Health services, the Staying Well Service, the Beacon Service, the Integrated Neighbourhood Teams in Health and Social Care, CAB for welfare rights information and Age UK for befriending Services.
- Strengthening the links and contacts within the community through partnerships with Voluntary Community and Faith Alliance and via hundreds of smaller voluntary, community and faith groups as well as foodbanks, community grocers.
- Contributed to mutual aid and support through a similar network of hubs across Greater Manchester, facilitated by the GM Humanitarian Aid Group, part of the Contain Cell within the Emergency Response structure.

Over time, the Community Hubs have grown in strength and influence and have supported the community sector to come together to develop new approaches, for example:

- The development of isolated food banks into a thriving, strong, neighbourhood-based Community Network of 14 food banks and community grocers.
- Providing support to faith groups during religious celebrations and Holy Days.
- Involvement with cultural events such as the Festival of Light and Hope and the promotion of the 2020 Bury stars, which included recognising the work of our volunteers and carers.
- Securing an MHCLG grant of c£450,000 to invest in the creation and development of a network of community champions
- Leadership of community participatory funding opportunities, created to by the Council to tackle particular issues eg loneliness and emergency recovery more widely

To date the emergency response activity within the Hubs had been resourced from redeployed Council and CCG staff only, backfilled or supported by a small number of Agency staff funded from Contain monies and covered in separate decision notices. As the Borough moves into recovery the resource requirement must now be stabilised to provide the resilience to maintain the network.

2. Future Delivery Priorities

This paper proposes that the Community Hubs networks are now formalised and that, through Covid Contain funding, a Council delivery structure is established initially on a fixed term basis across the following geographic networks:

- Bury East
- Radcliffe
- Whitefield
- Ramsbottom
- Prestwich

Over time the proposed structure will move out of the current emergency response phase and become the central delivery mechanism for the place-based neighbourhood model in the borough as described in *Let's Do It!*. Key pieces of work will include:

- Co-design of the **neighbourhood model** including:
 - alignment with Children's Early Help and Integrated Neighbourhood Teams in health and social care to create the public sector infrastructure in each neighbourhood
 - Supporting the collection and production of neighbourhood data, to inform trends, risk stratification and outcomes
 - Improving the current referral pathways and developing further referral pathways to other parts of the public sector including urgent care, Covid pathways, welfare grants.

- Recommissioning the **VCFA infrastructure** organisation and developing the role of volunteers including the development of our new **Volunteering Strategy**.
- Working closely with Elected Members and Community Leaders to develop sustainable mechanisms for **community engagement**.
- Managing local **community participatory grants** such as the current campaign for loneliness intervention.
- On-going **humanitarian aid** acting as the single point of access in each neighbourhood and contributing to the pan-GM effort through the Contain Cell and its focus on levelling up and recovery.
- Investing national funding in a network of **community champions** to take responsibility for understanding issues and needs in a place and responding with the support and materials required, closing gaps in community relationships and networks. Specific actions will include:
 - Establishing c250 residents to act as individual community champions, as a conduit for communication and engagement with the council across the borough
 - Investment in data and analytics to better understand our communities
 - the Development of the skills and requirements of the Community Connector role, including the role of Ward Members
 - developing local fora and engagement mechanisms with local communities in each neighbourhood, on a geographic; ward and interest basis

3. Proposed Structure and Responsibilities

It is proposed that Community Hub structure is established for a two-year fixed term period under the direction of the Assistant Director Public Service Reform (AD PSR).

The AD PSR was appointed in December 2020 with responsibility for developing and managing the neighbourhood model outside of social care, as well as operational responsibility for community safety; arts and community learning. The Hubs are currently being led by the Director of Transformation who will plan to hand over their responsibilities and move on to support other aspects of the transformation programme once this structure is implemented.

The proposed Community Hub structure will be a mixture of permanent and fixed term provision, according to available resources and subject to review. It is proposed that:

- The existing post of **Strategic Partnership Manager** will be amended to include responsibility for overseeing delivery of the Community Hubs as part of the implementation of the Neighbourhood model.
- The two substantive posts of **Neighbourhood Engagement Co-ordinators** and the **Programme Support Assistant** will be confirmed on a permanent basis within the Hub structure.
- Five **Community Hub Managers**, one for each neighbourhood, will be established on a two-year, fixed term basis funded from the Covid Contain grant, with one designated as **Team Leader** to provide additional supervisory capacity.

- A network of five **Community Engagement Co-ordinators** will be appointed for 12 months, one at each Community Hub, funded from the Community Champion grant.

Proposed responsibilities are summarised below. Job descriptions are appended:

3.1 The **Strategic Partnership Manager** will:

- Be the senior manager for the community hubs, responsible for delivering the totality of Hub work operationally and responding to dynamic requirements, particularly in relation to the current emergency.
- Manage and develop the relationships with strategic community stakeholders including Ward Members; Community leaders, the VCFA and other public service colleagues including health, children's and adults social care, Staying Well Team, GMP and GMFRS.
- Develop and apply neighbourhood policy and procedures, including referral pathways and the interface between other public service hubs and the development of the community engagement strategy including the community connector role and network itself.
- Deputise for the Director/Assistant Director at Greater Manchester, regional and national meetings as appropriate

3.2 The **Hub Managers** will:

- Lead the current emergency response in each neighbourhood and report to the Strategic Partnership Manager via the Hub Manager – Team Leader role
- Lead individual teams in each neighbourhood, to pursue the strategic objectives proposed with a particular focus on developing relationships with community leaders and seeking to harness and expand local volunteer capacity.
- Take the lead in managing the interface with other council and public sector relationships in particular Ward Councillors; the established health and care Integrated Neighbourhood Teams and Children's Early Help emerging wider public service hubs.
- Work with residents to develop local resident engagement fora and be responsible for arranging, leading (as appropriate) and evaluating events.
- The **Team Leader** will have line management responsibility for the other four Hub Managers.

3.3 The **Community Engagement Champions** will:

- Be accountable to the Hub Managers.
- Identify and connect with the Community Champions in each neighbourhood and across other hubs to ensure communities of interest are understood and represented.
- Feed in local viewpoints, issues and opportunities to the Communications Team and wider leadership and inform the development of the community connector role design and skills profile
- Support the wider community network
- Co-ordinate wider community engagement e.g. establishing resident fora

- Take responsibility for understanding issues and needs in a place and responding with the support and materials required
- Close gaps in community relationships and networks

3.4 The **Neighbourhood Engagement** team comprises two Neighbourhood Engagement Co-Ordinators and a Programme Support Assistant. This team will:

- Work across the hub network, not be allied to any one neighbourhood.
- Work flexibly to provide additional capacity where community volunteering efforts are least and to respond to priorities and challenges as they emerge.

4. Implementation

The impact of existing posts on the Council's establishment is below. All other posts are new and therefore present an opportunity for existing staff but do not have a bearing on their contract:

Current Role	Proposed Change
AD - Public Service Reform.	<ul style="list-style-type: none"> • No change
Strategic Partnerships Manager	<ul style="list-style-type: none"> • Some change to responsibilities. • Change in line management responsibilities.
Neighbourhood Engagement Co-ordinators	<ul style="list-style-type: none"> • No change to role • Change in line manager to Strategic Partnerships Manager
Programme Support Assistant	<ul style="list-style-type: none"> • Change in line manager to Senior Partnerships Manager

It should be noted that this structure absorbs the functions that were proposed to be established into a Strategic Partnerships team in the last Department of Core Services restructure report. The Strategic Partnerships Manager will take on responsibility for the Hub Managers and Neighbourhood Engagement Officers. The vacant post of Partnership Co-ordinator will be deleted.

The structure will be implemented through:

- Normal recruitment process which will give priority to redeployees and then parallel internal and external advertisement for the Hub Managers and network of Community Engagement Champions.
- Assimilation of the Neighbourhood Engagement Co-ordinators and the Programme Support Assistant who were formerly part of the Social

Engagement team into the structure as agreed in the Corporate Core restructure report in September 2020.

5. Alternative Options Considered

The alternative arrangement is to seek to maintain the community response through staff deployment and volunteer cover. Experience shows that this is unreliable from a resource perspective however and further, does not harness the opportunity to progress the Let's do it! Strategy through a team of dedicated and skilled individuals.

6. Recommendation

On the basis of the analysis presented in this report it is recommended that the proposed staffing structure is agreed for immediate implementation.

Community impact/links with Community Strategy

Equality Impact and considerations:

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Equality Analysis	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
An equality assessment for the work of the community hubs has been in place and continually updated since they were established. The EA has once again been refreshed and demonstrates an opportunity to further equality of opportunity between different community groups and in particular mitigate discrimination against people with a disability or health condition	

**Please note: Approval of a cabinet report is paused when the 'Equality/Diversity implications' section is left blank and approval will only be considered when this section is completed.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The Council failures to discharge its humanitarian aid responsibilities during the present emergency	The Hub structure maximises available resources for deployment within existing funding, to allow an effective response

Consultation:

The proposal has been presented to the Trades Unions. It is not subject to formal consultation because:

- Consultation has already been undertaken in relation to the former Social Engagement Team.
- All other proposed posts in the structure are new

Legal Implications:

The Interim Council Solicitor and Monitoring Officer and Data Protection has reviewed this proposal and has considered it to be significant in terms of its effect on communities living or working in an area comprising two or more wards and is therefore a Key Decision. The proposal has been added to the Forward Plan.

Financial Implications:

The cost of the proposals can be met from grant funding that has been made available to the Council in response to Covid and the ongoing requirements. The funding arrangements will continue to be reviewed to reflect any new and emerging grants that may come forward over time.

Report Author and Contact Details:

Lynne Ridsdale

L.Ridsdale@bury.gov.uk

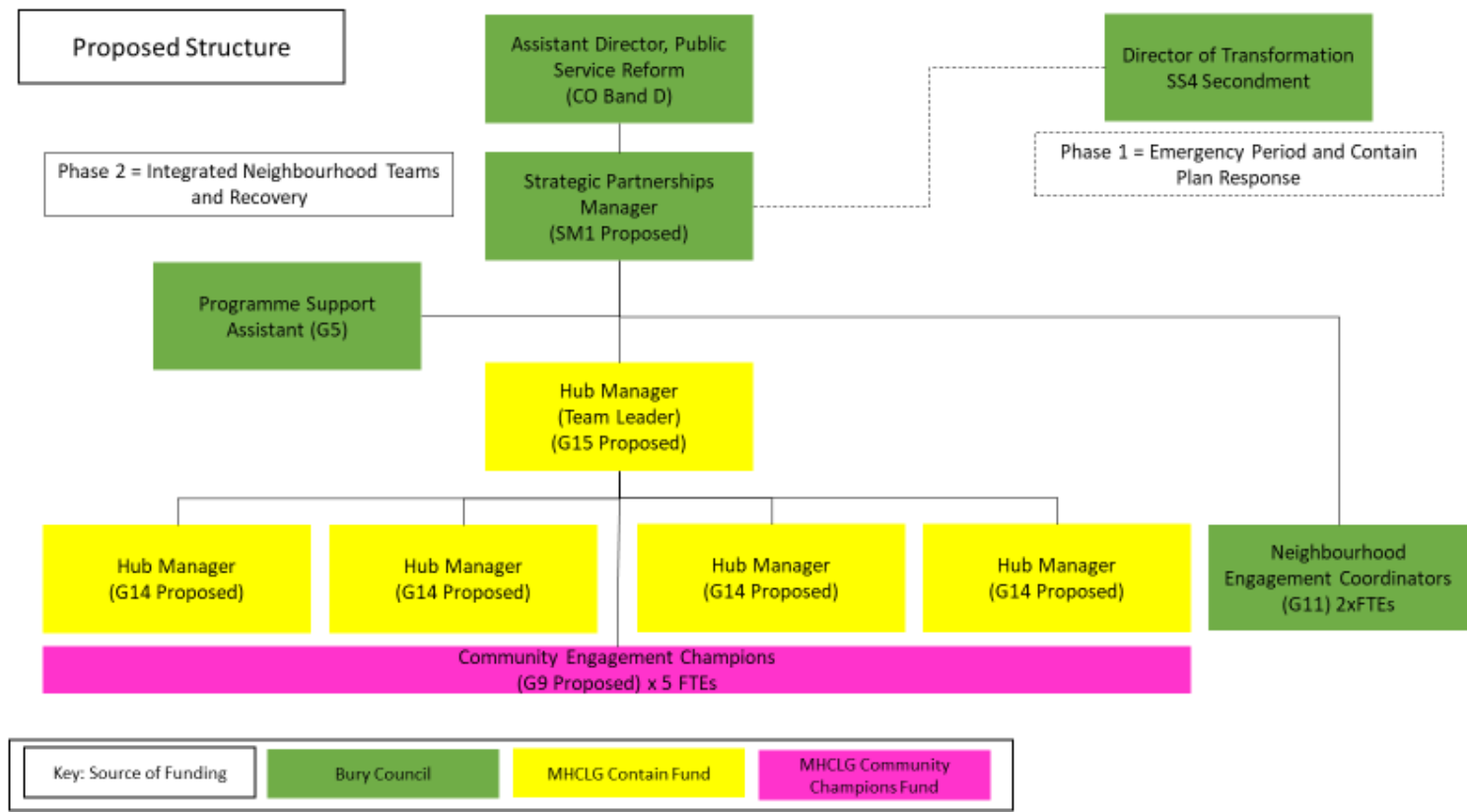
Background papers:

Restructure proposals Department of Corporate Core Services Cabinet Report 2nd September 2020.

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
Let's do it!	The Bury 2030 Community Strategy
PSR	Public Service Reform

Appendix 1 Proposed Structure



Appendix 2– Detailed Costs & Funding

The costs are as follows:

Existing Council Budget	Grade	Hours	Top of Grade	Plus 31.5%
Strategic Partnerships Manager	SM1	37	£50,773	£66,766
Neighbourhood Engagement Co-ordinator	11	37	£33,782	£44,423
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Programme Support Assistant	5	37	£19,312	£25,395
Sub-Total				£181,007
Contain Fund New posts (2 years)	Indicative Grade	Hours	Top of Grade	Plus 31.5%
Hub Manager - Team Leader	15	37	£43,857	£57,671
Hub Manager	14	37	£41,881	£55,073
Hub Manager	14	37	£41,881	£55,073
Hub Manager	14	37	£41,881	£55,073
Hub Manager	14	37	£41,881	£55,073
Sub-Total				£277,963
Community Champions Funding New posts 12 months	Indicative Grade	Hours	Top of Grade	Plus 31.5%
Community Engagement Champion	10	37	£31,346	£41,219
Community Engagement Champion	10	37	£31,346	£41,219
Community Engagement Champion	10	37	£31,346	£41,219
Community Engagement Champion	10	37	£31,346	£41,219
Community Engagement Champion	10	37	£31,346	£41,219
Sub-Total				£206,095
Total				

The total cost of the structure is proposed to be funded as follows:

Funding source	Total
Bury Council	£181,007
MHCLG Contain Fund	£277,963
MHCLG Community Champions Fund	£206,095
Total	£665,058