

OFFICER DECISION RECORD

For staff restructures, please also complete an RA1 form to update the HR Portal. This is attached at Annex 2.

Decision Ref. No:
2021008

Box 1

DIRECTORATE: LOYCP

DATE: 18th August 2020

Contact Name: Karen Johnson

Tel. No.: 01302 862507

Subject Matter: Localities Development Team

Box 2

DECISION TAKEN:

To formally establish a temporary Localities Team to design, develop and implement the locality working model and request funding of £604,490 from the Council's Service Transformation Fund. Details of the roles is outlined below and a proposed structure chart attached.

Box 3

REASON FOR THE DECISION:

The Council and Team Doncaster Partnership have embarked upon an ambitious programme to ensure that all individuals, communities and places feel the impact of the Doncaster Growing Together Strategy – the Partnerships guiding plan of action. This commitment includes an agreement to develop a specific local focus of partnership working, including a major joint effort on prevention – spotting and stemming the flow of issues and concerns before they become acute. This joint local focus will be ever more important in the post Covid-19 period, and a localised, community driven approach has been agreed as a key mean to deliver the Mayor's published Recovery and Renewal Plan.

Prior to Covid-19 (3rd February 2020) Directors agreed to establish a temporary development team to drive forward this work alongside the newly appointed Assistant Director for Localities (see note from Jill Parker attached). The team will consist of:

- AD level post (Karen Johnson in post from 1st January 2020 for 18 month's)
- Head of Locality Development post (Pat Hagan in post from 1st April 2020 for 18 month's)

In addition to this Directors agreed to:

- Establish 2 x Locality Lead posts (now called Team Doncaster Locality Lead and evaluated at Grade 12)
- Establish 4 x Area Co-Ordinators (now called Team Doncaster Locality Development Officers and evaluated at Grade 9)

All the above posts to be temporary for a fixed period (initially for up to 18 months to align with above posts). Given the delay to recruitment these will now be advertised for 12 month's initially to be reviewed and may be extended. The funding for this team is to be released as one off funding from Service Transformation fund.

The role of the above team will be to develop and deliver the overall locality programme across all 4 elements of the programme (ABCD, integrated working, locality commissioning and enabling products) as well as co-ordinating and supporting within all 4 localities, the town centres and priority neighbourhoods. The team will need to support a whole range of partners to engage in this programme as well as ensure the programme becomes embedded in everyday practice and services. As such they will be expected to lead and support Borough wide developments as well as very local community based activities.

In addition to this, the Stronger Families Programme has identified the localities model as the means by which the stronger families programme can be embedded and sustained into the longer term. Funding has been allocated to enhance the above team so that the programme can be embedded deeper and quicker, particularly given the timescales for the stronger families programme ending. It is therefore proposed that a further 4 x Locality Development Officers are established to enable the team to extend the reach of the programme into defined neighbourhoods and to help co-ordinate work with communities most at risk or most vulnerable, enhance practice development and drive a strength based, place based and asset based approach. These will be aligned to the above posts and advertised as temporary posts for 12 month's in the first instance subject to review and potential extension.

A full work programme has been developed for the locality programme and the team will have responsibility for delivery. It is crucial that we recruit to a skilled but flexible team that can cover a whole range of initiatives and work alongside a whole range of partners. They will be additional support and capacity and in some cases will "incubate" initiatives (eg outer Doncaster Town Centre work) to test the feasibility of mainstreaming these roles and functions. It has been agreed that all the posts will operate across Team Doncaster Partnership not just the Council.

All posts have been job evaluated and the Job role summary and role profiles are attached along with the proposed structure chart.

This ODR therefore seeks to formally establish the following posts:

- AD Localities (Karen Johnson in post from 1st January 2020 for 18 month's)
- Head of Locality Development (Pat Hagan in post from 1st April 2020 for 18 month's)
- 2 x Team Doncaster Locality Leads (Grade 12)
- 8 x Team Doncaster Locality Development Officers (Grade 9)

Box 4**ALTERNATIVE OPTIONS CONSIDERED & REJECTED:**

Do Nothing – locality working is a significant Council and partnership policy drive and will help to meet many of the Mayoral and partnership recovery and renewal priorities. Doing nothing is not an option.

Use other mainstream posts – this has been considered but at this stage other mainstream service resources are incredibly stretched and there would not be capacity to develop and drive this programme.

Box 5**LEGAL IMPLICATIONS:**

S112 of the Local Government Act 1972 allows a local authority to appoint such officers as are necessary for the proper discharge of its functions, on such reasonable terms and conditions as it thinks fit. Salary grade should be determined by job evaluation.

When recruiting to these posts consideration should be given to establishing them as temporary contracts for a fixed term and appropriate advice sought from HR and Legal. If the length of the contract exceeds 1 year upon termination the Employee may be entitled to be placed on the redeployment register and after 2 years may be entitled to a redundancy payment. It is important that sight is not lost of the Council's recruitment, retention, and vacancy management policies, which should be followed.

Name: Helen Wilson Signature: [REDACTED] Date: 26/8/20

Signature of Assistant Director of Legal and Democratic Services (or representative)

Box 6**FINANCIAL IMPLICATIONS:**

The purpose of this report is to approve the creation of a temporary Localities Development Team. The costs of the proposal, based on 2020/21 pay grades including on costs, assuming a 3% pay award for 2020/21 and 2021/22 as yet to be agreed, are as follows:

| Post Title | Grade/Basis | Actual Cost in 2019/20 £ | Cost in 2020/21 £ | Cost in 2021/22 £ |
|------------|-------------|--------------------------|-------------------|-------------------|
| | | | | |

| | | | | |
|--|---|----------|----------|----------|
| 1 x Assistant Director of Localities | Grade CO2 (18 months from 1 st Jan 2020) – To be funded from Service Transformation Fund | ████████ | ████████ | ████████ |
| 1 x Head of Locality Development | Grade SMG 54 (18 months from 1 st April 2020) – To be funded from Service Transformation Fund | ████████ | ████████ | ████████ |
| 2 x Team Doncaster Locality Leads | Grade 12 (12 months, assumed start date 1 st Oct 2020) – To be funded from Service Transformation Fund | ████████ | ████████ | ████████ |
| 4 x Team Doncaster Locality Development Officers | Grade 9 (12 months, assumed start date 1 st Oct 2020) – To be funded from Service Transformation Fund | ████████ | ████████ | ████████ |
| TOTAL | Services Transformation Fund | ████████ | ████████ | ████████ |
| 4 x Team Doncaster Locality Development Officers | Grade 9 (12 months, assumed start date 1 st Oct 2020) – To be funded from Stronger Families funding | ████████ | ████████ | ████████ |
| TOTAL | Stronger Families Funding | ████████ | ████████ | ████████ |

*Actual costs of £29,730 in 2019/20 were funded from Improved Better Care Fund (iBCF).

As outlined in the table above the proposal will be funded from a combination of Services Transformation Fund and Stronger Families Funding. The total of £604,490 required from the Services Transformation Fund will be allocated from the current uncommitted balance of £5.8m, and the total of £180,550 required from Stronger Families funding is included on the Stronger Families Funding Plan for 2020/21 to 2021/22.

If the posts are to be extended after the review at 12 months then further funding will need to be identified from the Service Transformation Fund and approved. For the posts funded from Stronger Families Funding, there is an allocation in the Stronger Families Funding Plan to cover the posts being extended.

Name: Aaron Bathgate **Signature:** [REDACTED] **Date:** 21.08.20

Signature of Chief Financial Officer and Assistant Director of Finance (or representative)

Box 7
OTHER RELEVANT IMPLICATIONS

HR Implications

Vacant positions will be advertised for 12 months initially, work will be reviewed close to the end date as to whether an extension is required. All roles have been evaluated through the Council's job evaluation system. The positions will need to be created on the HR system prior advertising the jobs. Vacant positions should be recruited to inline with the council's Recruitment and Selection Policy and Procedure.

Name: R Hardwick **Signature:** [REDACTED] **Date:** 21/8/20

Signature of Assistant Director (or representative)

ANY IMPLICATIONS SENT TO DEPARTMENTS SHOULD GENERALLY BE SUBMITTED AT LEAST 5 WORKING DAYS IN ADVANCE TO ENSURE THESE CAN BE GIVEN THE RELEVANT CONSIDERATION.

BOX 8

EQUALITY IMPLICATIONS: (To be completed by the author).

This programme is likely to impact (positively) on those with protected characteristics, in particular young people, older people, those with disabilities and health conditions, BAME. It will as target interventions and activities in areas of high deprivation where those with protected characteristics are more represented.

The localities programme is being developed to address the differences across the Doncaster Borough. As such, inequalities will be identified and addressed as part of this programme, targeting resources at those places and vulnerable people most in need.

Recruitment processes will adhere to corporate process and will be fair and equitable.

BOX 9

RISK IMPLICATIONS: (To be completed by the author)

There are a number of risks associated with the localities programme which are documented elsewhere. Key risks in relation to establishing and recruiting to these posts include:

- Lack of applications particularly due to temporary nature of posts

- Not attracting the right skills given that these are new posts requiring particular skills
- Broader partnership engagement – given that these are being advertised as DMBC posts may deter people from other agencies applying
- Unable to release staff – as many services and partner agencies are struggling to get services back up and running post Covid it may be difficult to agree to release people into these posts

BOX 10 CONSULTATION

There has been frequent consultation and engagement with DMBC Directors, the Mayor and Cabinet and Team Doncaster Partnership. This has resulted in support for the Locality Programme to the extent that this is now an enabler within the Team Doncaster Recovery and Renewal Plan. Key feedback includes:

Mayor and Cabinet – fully supportive of the locality approach and model. 2 Cabinet leads per locality identified and 2 weekly briefings received.

DMBC Directors – agreed the posts as outlined above

Stronger Families Head of Service – fully supportive and agreed to enhancing the team

Team Doncaster Gold – agreed the locality model as part of the recovery and renewal plan – a further report to be presented to update on posts as above

Team Doncaster key partners – Police, St Leger, Children's Trust and RDASH have been engaged in developing the programme as well as supporting the South pilot around vulnerable families and children

Voluntary and Community Sector – engaged via the Community Cell work and currently considering future strategies and engagement in the locality work

Ageing Well Board – received regular updates on the locality work and interested in driving the Frailty and Older People work

BOX 11 INFORMATION NOT FOR PUBLICATION

Signatures to be redacted. Also commercially sensitive information- Box 6 column 3-5.

Name: Karen Johnson Signature:  Date: 21.08.2020

Signature of FOI Lead Officer for service area where ODR originates

BOX 12 BACKGROUND PAPERS

Please confirm if any Background Papers are included with this ODR YES
(If YES please list and submit these with this form)

Email from Jill Parker re agreement by Directors
Job Role Summaries
Proposed Establishment \ Structure Chart

**BOX 13
AUTHORISATION**

Name: Riana Nelson **Signature:**  **Date:** 27/08/2020

Director of Learning, Opportunities and Skills

Does this decision require authorisation by the Chief Financial Officer or other Officer

NO

If yes please authorise below:

Name: _____ **Signature:** _____ **Date:**

Chief Executive/Director/Assistant Director of _____

Consultation with Relevant Member(s)

Name: _____ **Signature:** _____ **Date:**

Designation _____

(e.g. Mayor, Cabinet Member or Committee Chair/Vice-Chair)

Declaration of Interest YES/NO

If YES please give details below:

PLEASE NOTE THIS FORM WILL BE PUBLISHED ON THE COUNCIL'S WEBSITE IN FULL UNLESS IT CONTAINS EXEMPT OR CONFIDENTIAL INFORMATION.

Once completed a PDF copy of this form and any relevant background papers should be forwarded to Governance Services at Democratic.Services@doncaster.gov.uk who will arrange publication.

It is the responsibility of the decision taker to clearly identify any information that is confidential or exempt and should be redacted before publication.