

SALISBURY CITY COUNCIL

Subject : Proposed Changes to Staffing Establishment
Committee : Personnel Committee
Date : 24 April 2024
Author : Sarah Gregson, Head of Community Services & Tracy Adams,
Head of Human Resources

1. Report Summary:

- 1.1. This report details proposed changes to the staffing establishment for the Communities Team. This includes replacing the Community Activity Leader role with a Communities Assistant post.
- 1.2. These changes are proposed to reflect new and revised responsibilities of Salisbury City Council (SCC) staff and enables them to deliver the Council's Strategic Plan in the coming years.

2. Overview of Staffing Changes Proposed:

2.1. Communities Team –

- 2.1.1. Following the creation of the Community Centres and Programmes Manager role at Personnel Committee in September 2023, the communities team retained one Activities Leader post (F/T) of the original two.
- 2.1.2. In December 2023, our remaining Activities Leader resigned, giving the opportunity for a full review of the Activities Leader role and the needs and ambitions of the Communities Team.
- 2.1.3. The creation of a new role, Community Activities Assistant, is proposed in place of the Activity Leaders role.

2.2. The Job Purpose of this new role will be:

- 2.2.1. To support the face-to-face delivery of groups, sessions and community services led by Community Development Officers and key partner organisations as well as supporting the preparation, planning and promotion of these activities.

2.3. This proposal has the following aims:

- 2.3.1. To create resilience of service delivery. Removing single points of failure in the activities programme whereby the absence of one Community Development Officer (due to leave, sickness or other priority activity such as training) leads to the cancellation of planned activity and an inconsistency of service.

- 2.3.2. To reduce staff stress levels due to single point of failure pressures as outlined above.
- 2.3.3. To create increased participant capacity within the current activity programme by increasing the ratio of staff to participants.
- 2.3.4. To create increased capacity for Community Development Officers to develop new lines of work and support Salisbury Residents to generate their own activity and solutions within the officers' person focused remit e.g. "Adults & Older People", "Children & Families", "Young People". This is achieved by the assistant taking responsibility for resource preparation and basic administration in support of groups and sessions.
- 2.3.5. To increase capacity to support partner-led work which directly speaks to one of the SCC community priorities by providing staffing support. E.g. supporting local Bemerton Heath Residents to provide a consistent Youth Club Offer when volunteers are unavailable.
- 2.3.6. To create an entry level opportunity within the Communities team, leading to increased opportunity for in service staff development and retention in the future.

3. Background:

- 3.1. For information, the Council's current establishment for the Communities team is shown at Annex A. This shows the job title, job grade and Full Time Equivalent (FTE) hours. It also shows where there are more than one post holder working part time.

Note: All post costs are calculated for salary only at for 23/24 costs.

FTE = Full Time Equivalent (37 hours per week)

The total salary costs for 23/24 are £214,580, not including on costs (i.e. do not include employers NI, employers pension). This figure does not include casual hours worked.

4. Detail:

- 4.1. The Activities Leader position and efficacy was reviewed in January 2023 and findings shared with Administration Leaders as follows.

4.1.1. Recruitment Landscape

- 4.1.1.1. The Head of Service consulted with Wiltshire Council Sports Development Team and two local private sector sports coaching companies operating in the same and similar spheres to the work of our Activities Leaders. All reported significant difficulty in recruiting

and retaining qualified coaches in the last year, citing lack of development opportunities in our area, the absence of a university within Wiltshire and lack of access to relevant coach training in-area as contributory factors.

4.1.2. Salary Benchmarking

4.1.2.1. Sport Coaches in the private sector in Wiltshire can expect to earn between £25,000 and £30,000, which places this role at the lowest end of earning potential for a level 2 qualified coach in a single sport. (review included 25 roles advertised in the last 18 months within a 1 hr drive of Salisbury).

4.1.2.2. As a freelance/self-employed multi-skilled sports coach this earning potential rises to £35,000 (national average).

4.1.2.3. Roles similar to our Activities Leader job description within Wiltshire Council also sit at a higher salary level than the evaluated level of the Activities Leader. The most recent advertised post of "Community Sport and Wellbeing Officer" was advertised at £32,076 - £33,945.

4.1.2.4. A review of local college courses relevant to the new role proposed was also undertaken, to include Public Services Level 3, HND Early Childhood Education and Care, Level 3 Health and Social Care. Starting salaries for graduates of these courses, as per the Wiltshire College website, range from £19,000 to £25,000 per year, placing this new role in a competitive position for recruiting local graduates.

4.1.3. Sports Coaching Provision in Salisbury

4.1.4. At present the following providers of sports coaching operate in the Salisbury Area

4.1.4.1. Ben Coombes – former SCC Activities leader – specialist in SEND sports coaching and freelance coach.

4.1.4.2. District Sports – providing school coaching, after school clubs, youth club support.

4.1.4.3. Astrella Coaching – with an established focus on football coaching, Astrella now offer primary school after school provision and school holiday camps.

4.1.4.4. PH Sports – delivering primary school coaching, breakfast clubs and afterschool clubs.

4.1.4.5. 360 Degree Sport Coaching – schools' provision and community projects.

4.1.4.6. Magna Learning Partnership have announced plans to recruit community sports coaches to support the community use of school facilities across the Salisbury area.

4.1.4.7. Wiltshire Council – have a remit to support club and coach development, seated and accessible fitness for adults (though no sessions currently run in Salisbury) and, in response to government guidelines are reintroducing their adult sports programme to include walking sports, a basketball programme, the Active Health physical activity referral programme, no strings badminton and the Live Well programme at Five Rivers.

4.1.5. Community Priority Review

4.1.5.1. Since the Pandemic, and with the current Head of Community Services in place, SCC has broadened its approach to “Improving Access to Active Lifestyles” to include activities beyond formal and traditional sport operating under NGBs.

4.1.5.2. This change of approach is informed by feedback from those not engaged in physical activity on the barriers presented by formal sport. In one particular case, participants gaining access to a netball training programme via our activity leader, left the programme early because of expectations of understanding and experience from the training provider that they did not have. The experience was described as “off-putting” and “disheartening”. Whilst feedback like this does not negate the value of formal sporting experiences, such as our Home-Schooled P.E. offer, these barriers to access must be considered.

4.1.5.3. In the last year, many opportunities to give residents access to active lifestyles that do not require formal sports coach input have been explored, for example, our partnership with Ramblers Wellbeing Walkers.

4.1.6. Active Lifestyle Delivery Partner Opportunities

4.1.6.1. Within the landscape outlined above, and as evidenced in the first 3 months of 2024, it is possible to deliver a programme “Improving Access to Active Lifestyles” by working in partnership. We are currently working in partnership with:

- Kids Love Fit – Health Little Monsters.
- District Sports – Home school P.E, Bishops Down Youth Club sports provision, after school club input and Ability Counts Football.
- Ben Coombes – Speciality support of Ability Counts Football.
- Rambler Wellbeing Walkers – 3 x weekly walks across the city.
- Impact MMA – Boxing and anti-bullying for young people (Friary and Bemerton).
- Scouting Association Development Team – focusing on the development of scouting in Bemerton heath.

- Wiltshire Wildlife – Friends of the Folly volunteering and Community Gardening.

5. The Business Case:

- 5.1. It is the position of the Head of Communities Services that SCC are unlikely to be able to recruit and retain a qualified sports coach at grade E (as evaluated) in the current climate.
- 5.2. It is the position of the Head of Communities Services that SCC are more likely to recruit to the new proposed role.
- 5.3. The income generated by Activities Leaders can be matched by increased income generated via the Community Centres under the new Community Programmes and Centres Manager's responsibility.
- 5.4. The proposed post would replace the Activities Leader post at Grade E with the role at Grade B. The table below shows the subsequent cost saving to the establishment.

6. The Strategic Case:

- 6.1. Our review has shown that provision for sports coaching in Salisbury is sufficient and improving and that SCC are not well places to operate competitively within that landscape.
- 6.2. Recent partnership development and the broader view of physical activity had demonstrated that our "Improving Access to Active Lifestyles" priority can be spoken to via partnership work and within the current budget.
- 6.3. Consistency of service in community development is key to building and maintaining trust. The new role of Community Activities Assistant will enable consistent delivery across multiple strands of work within the communities team, having a positive impact on residents experience of engagement with SCC.
- 6.4. Through the creation of more capacity for sessional cover and the absorption of some of the unskilled preparation and administration underpinning the activity programme, the Community Development Officers will have more capacity to deliver on the development remit of their roles.

7. The Staff Development Case:

- 7.1. Through the creation of an entry level role within the team, opportunity for professional development in community work is created within SCC.

8. Salary Cost

Role Title	Pay Grade	Salary (not on-costs)
Activities leader	Grade E	£25,545
Community Activities Assistant	Grade	£23,152
Proposed decrease in costs		
		£2,393

9. Governance:

9.1. The Personnel Committee has delegated authority via the Scheme of Delegation as shown in the Council's Standing Orders to consider the final decision on staff structures and consideration of staffing reviews.

10. Recommendation:

It is recommended that the Committee:

10.1. Approve the creation of the proposed new role, "Community Activities Assistant", in replacement of the "Activities Leader" role as outlined above.

11. Wards Affected: All

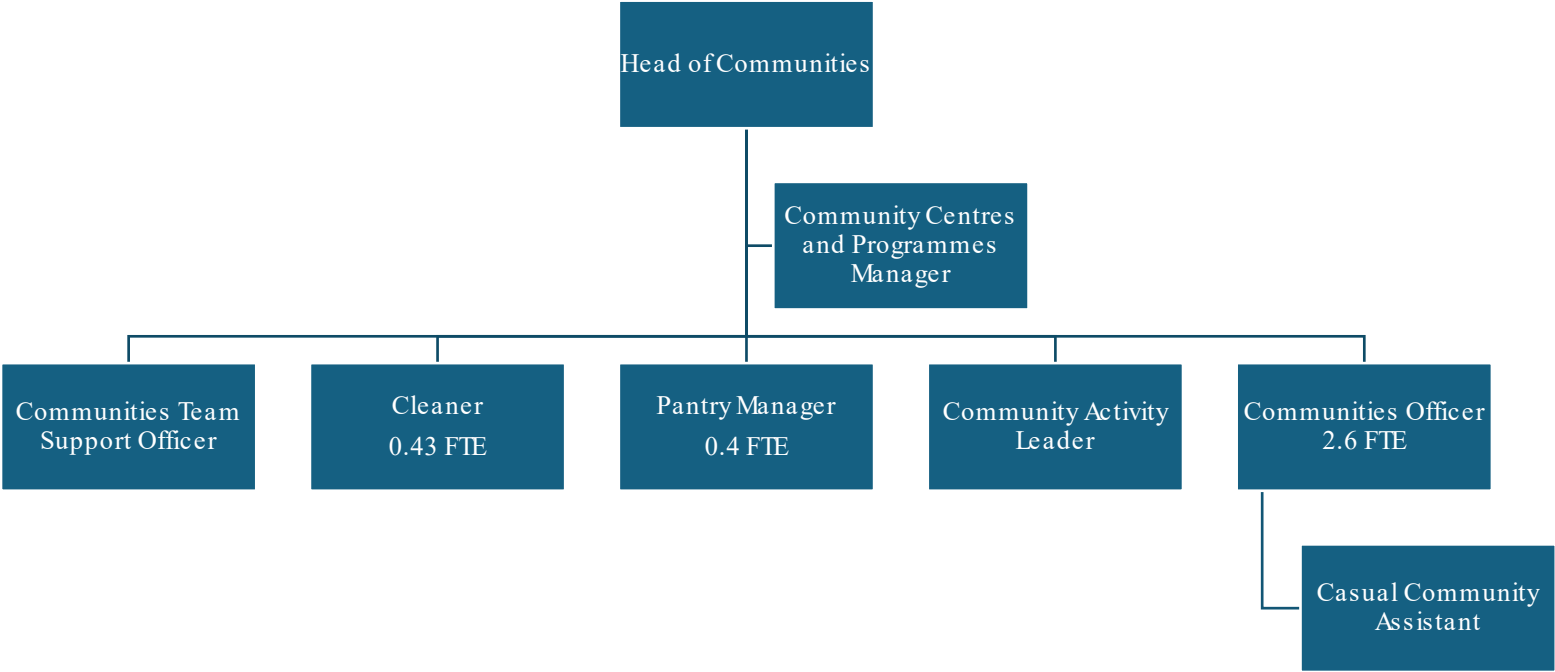
12. Background papers:

- 12.1. Annex A - Current Staffing Establishment - Communities
- 12.2. Annex B - Revised Staffing Establishment - Communities
- 12.3. Annex C – Job Description – Community Activities Assistant

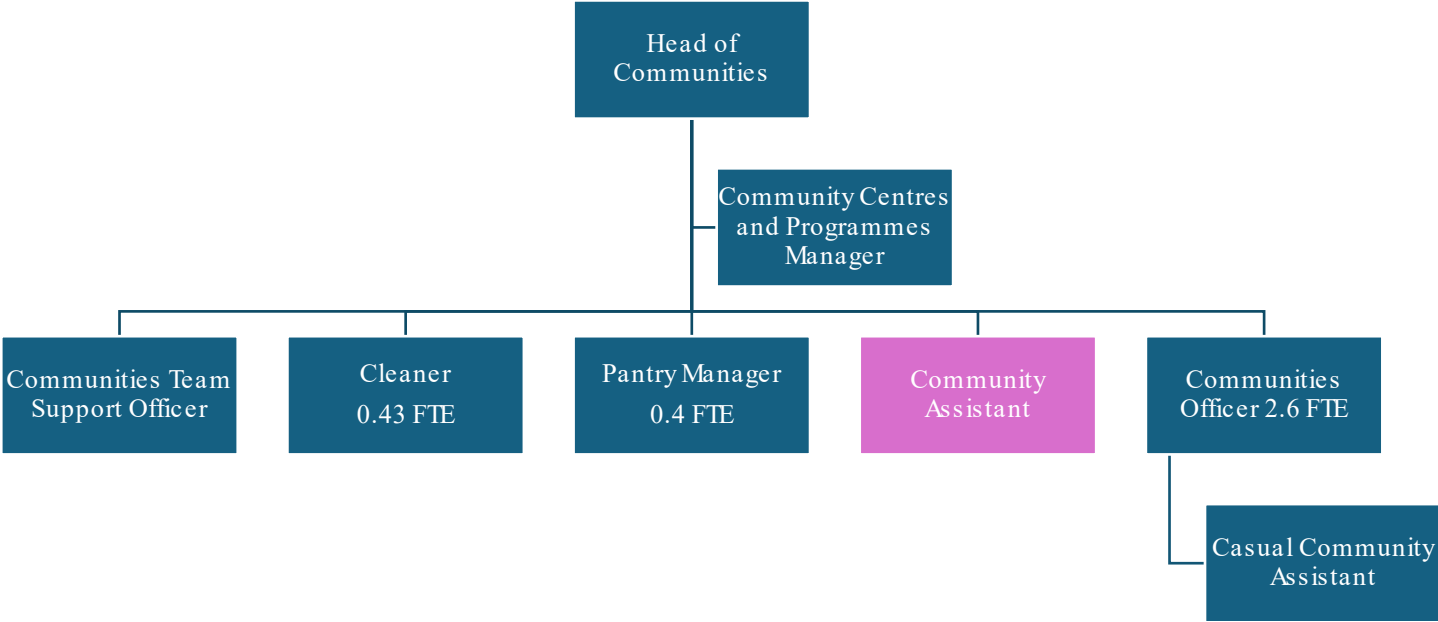
13. Implications:

- 13.1. **Financial:** As shown within this report.
- 13.2. **Legal:** Employment Law will apply in all situations
- 13.3. **Personnel:** As shown in this report.
- 13.4. **Environmental Impact:** None
- 13.5. **Equalities Impact Statement:** All employees will be managed in accordance with our employment policies.

Appendix A



Appendix B



SALISBURY CITY COUNCIL

JOB DESCRIPTION

Date of Job Description:	Jan 2024
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<p>1. JOB DETAILS</p> <p>Post Title: Community Activities Assistant</p> <p>Post Number: SCC028</p> <p>Location: The Guildhall</p> <p>Grade: TBC</p> <p>Hours: Full time</p> <p>Reports to: Community Centres and Programmes Manager</p> <p>Age Restrictions: Must be over 18 years</p>	<p>Politically restricted post? <u>Yes/No</u></p> <p>If yes, what category: Specific post/Sensitive post</p> <p>Exempt/not exempt from the Rehabilitation of Offenders Act 1974? <u>Yes/No</u></p> <p>(Exempt requires post holder to disclose convictions whether spent or not)</p> <p>Is this post a Regulated or Controlled Activity under the terms of the Vetting & Barring Scheme?</p> <p style="text-align: right;"><u>Yes/ No</u></p> <p>Does this post require an Enhanced DBS check? <u>Yes/No</u></p>
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2. JOB PURPOSE

To support the face-to-face delivery of groups, sessions and community services led by Community Development Officers and key partner organisations as well as supporting the preparation, planning and promotion of these activities.

3. SCOPE OF THE JOB

Activity Delivery

- Taking responsibility for the preparation of materials and resources for planned group activities/sessions across a range of ages and to support community development officers with the planning and delivery of those activities/sessions.
- Taking a lead on activity delivery as cover for absence of community development officers.

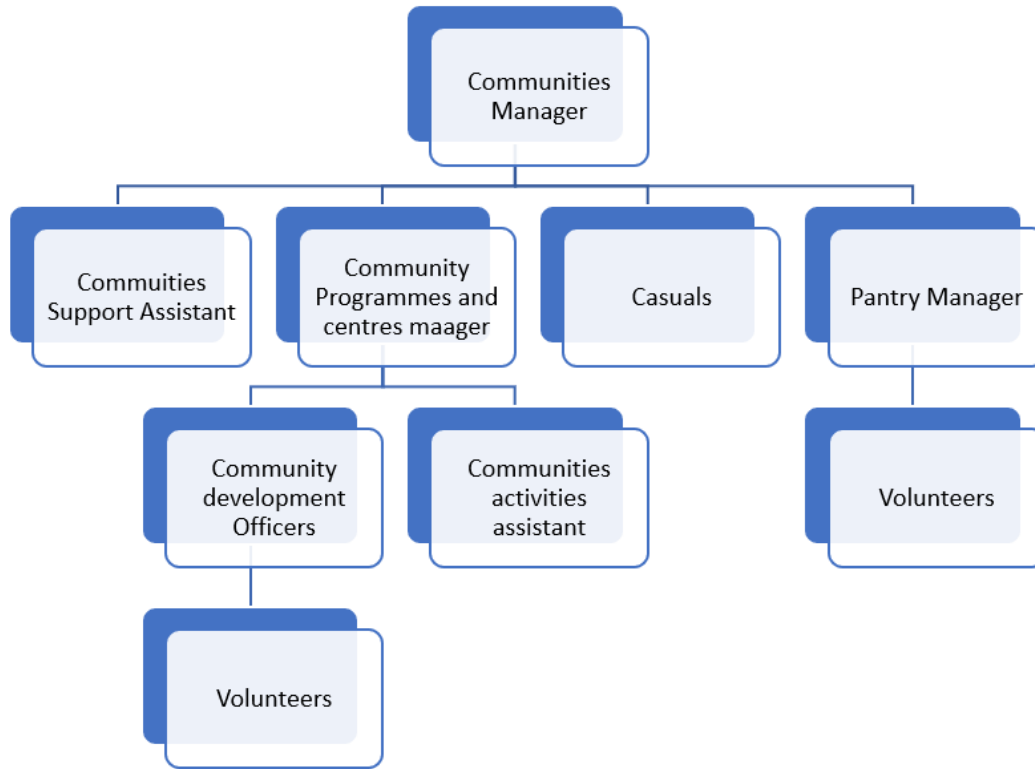
Customer care

- To meet, greet and communicate with group and session participants in a friendly manner and providing participants with the essential information needed to take part.
- Providing practical delivery support for a wide range of activities to ensure participants have a positive experience and are able to access the activities provided well.
- Working with the Communities Team to support local residents to engage in events/activities that will benefit them and which they may not otherwise have access to.

Safeguarding

- Responsible for ensuring you are following safeguarding procedures at all times and reporting any concerns immediately as per the SCC safeguarding policy
- Acting as the second adult for a range of activities and preventing lone working with children and at-risk adults

4. ORGANISATION CHART



5. QUALIFICATIONS, EXPERIENCE, ETC

Experience	
Essential:	<ul style="list-style-type: none"> • Experience of assisting with group work as a volunteer, student or employee • Experience of dealing directly with the public
Desirable:	<ul style="list-style-type: none"> • Experience of customer care • Some experience of working to support children, young people or older people in a community setting

Knowledge	
Essential	<ul style="list-style-type: none"> • Ability to use an access emails and to use basic MS Office software such as word and power point • Previous use of social media
Desirable	<ul style="list-style-type: none"> • An understanding of why some people find it hard to access services or take part in activities • An understanding of the care/educational/or social needs of particular groups within our community wither through lived experience, education or training.

Skills	
Essential	<ul style="list-style-type: none"> • Good verbal communication skills, one to one and in groups.
Desirable	<ul style="list-style-type: none"> • Good at organising your own workload against deadlines • Ability to use basic online platforms such as Canva, Jotform and social media channels.

Qualifications	
Essential	<ul style="list-style-type: none"> • Pass at GCSE level for Maths an english
Desirable	<ul style="list-style-type: none"> • Educated to level 3 in a relevant field e.g. public services, childcare, social care, youth work, • Holding a level 2 qualification in sports/fitness/dance or other similar coaching discipline • First aid qualification • DBS check • Drivers licence

Attributes	
Essential	<ul style="list-style-type: none"> • Reliable • Friendly and open manner • Able to present a smart professional image • Prepared to wear a uniform – i.e. Communities Team T-shirt or Jacket • Well mannered, diplomatic and discrete • Willing to learn and support a wide range of activities for people of all ages.

	<ul style="list-style-type: none"> • Committed to including everyone, wherever possible • Adaptable and flexible
Desirable	<ul style="list-style-type: none"> • Has an interest in developing the skills needed to lead groups and activities in a community setting • Happy to contribute new ideas to the programme of activity

6. KEY TASKS:

1. To support Community Development officers to create and acquire the relevant resources for their group activities and sessions and to prepare those for sessions where relevant e.g. food/refreshments, craft materials, sports equipment, information leaflets etc.
2. To act group/session assistant present throughout groups for children and young people to ensure a safe space, assisting with activities, supporting the participants and leading on small activities within sessions
3. To act as lead on sessions as cover for Community Development Officer absence and leave, delivering a session plan provided by officers.
4. To act as the second adult or assistant on partnership group activities led by third party organisations working with the communities team.
5. Communicating by email and phone with group participants, parents and carers regarding changes to the group, upcoming opportunities
6. To open and close and prepare the community centres for use by community groups and SCC led activities (Bemerton Heath Centre & Friary Community Centre)
7. To generate and administrate registers, sign up forms and basic session administration (not including online bookings)
8. Contributing to the planning and organisation of trips and outreach activity with participant groups including the booking of transport, creation of flyers and information letters and supporting those trips and activities, examples include trips to the threa, to county parks and to city centre events.
9. Supporting the gathering of in-session evaluation data via surveys, single questions and 'circle time' conversations.

10. Inputting evaluation data, which will contribute to reports that show the value and impact of the Communities Programme, into the relevant documents or databases as directed by your line manager.
11. To undertake minor cleaning tasks as required to ensure the centre is always fit for use by other groups
12. To support the whole communities team at events or activities to include event set up, liaising with attendees, manning stands and supervising community activities.
13. To attend other community events to promote the work of the SCC Communities team and to distribute flyers to key community information points in the city.
14. To undertake basic administrative tasks in support of the group activities and sessions
16. To undertake role in accordance with the operational procedures at the relevant centre
17. To ensure that there is always a warm welcome for those entering the building
18. To ensure inclusion and access needs are considered whenever welcoming people to community centre's or events.
19. To undertake additional tasks as agreed related to the responsibilities outlined above.

7. COMMUNICATIONS AND WORKING RELATIONSHIPS:

Internal	Communities Support Officer – frequent Community Centres and Programmes Manager - Frequent Community Development Officers – Frequent Communities Manager Pantry Manager - Occasional
External	Session or activity leads from partner organisations or hirers (frequent) Group/activity participants (frequent) General public making enquiries Public attending events

8. WORKING CONDITIONS AND EFFORT:

Frequency and duration of physical effort	Moving of furniture e.g. tables and chairs etc, in setting up / closing down functions, which can last up to one hour approx. Occasional cleaning tasks, including sweeping and general cleaning
Level of mental effort for concentration	General level of mental effort required with additional concentration required in emergencies or at peak times.

9. CONDITIONS OF SERVICE:

Equal Opportunities – As an employee you have a responsibility to act in way that support equality and value diversity. There is an expectation that all employees will set an example of non-discriminatory behaviour and work practices to ensure as far as reasonably practicable, the successful implementation of the Council's Equal Opportunities Policy

Health and safety – to take reasonable care to promote a healthy working environment and safe working practices in accordance with the Council's Health and Safety Policy. As an employee, there is a requirement under section 7 of the Health and Safety At Work Act 1974 to take reasonable care for your own health and safety and that of others who may be affected by your acts or omissions at work

10. JOB DESCRIPTION AGREEMENT

Post holder's signature:

.....Date:.....

Line Manager Signature:

.....Date:.....