

DERBYSHIRE COUNTY COUNCIL

CABINET

4 June 2013

Report of the Strategic Director for Children & Younger Adults

A Review of Services for Young People

1. Purpose of Report

To invite Cabinet to reconsider a number of previous decisions taken regarding services for young people. To approve a review of services for young people, including Youth Services and the provision of Careers Information, Advice and Guidance.

2. Information and Analysis

2.1 Background and Context

In June 2012, a new Youth Offer was agreed for Derbyshire young people. Since January 2013, three reviews have been undertaken relating to Youth and Careers Guidance Services, resulting in Cabinet decisions on the development of careers education and guidance services, youth buildings and the re-structure of Youth Workers, together with realignment of resources. These decisions have been reviewed to reflect the Council's new priorities, as follows:

- To ensure that services adequately meet the needs of all young people;
- Place the highest priority on keeping young people safe from harm and abuse;
- Improve information, advice and support for all children, prioritising those most vulnerable;
- Maintain a high quality Council run Youth Service, investing an extra £250,000 per annum and involving young people in its development;
- Offer high-quality support to schools in assisting them to meet their new statutory duty for universal careers advice;
- Ensuring families receive help early to enable young people to thrive wherever they live;
- To provide savings to the Local Authority.

2.2 Careers Information, Advice and Guidance

Cabinet agreed the development of a new Careers, Information, Advice and Guidance service on 26 March 2013. The priorities for the development of Careers Information Advice and Guidance services are fulfilling statutory responsibilities on the part of the Authority and its schools and ensuring young people are ready for the world of work, a key CAYA objective. Enhancing support for vulnerable young people including young people in care and those with disabilities, offering high quality support to schools and addressing the requirements of Raising the Participation Age (RPA) are central to the Council's agenda.

The service comprises three key roles:

Careers Advisers (CA) Grade 9

These officers support schools to embed Careers Guidance so that all young people are able to make well-informed and realistic decisions about the choices they will need to make regarding transition into working life. This work includes some direct provision of careers interviews with young people.

Personal Advisers (PA) Grade 9

These officers provide one to one holistic support to vulnerable young people to ensure they have plans to develop the skills and confidence to enter into the employment market. Typically such staff will assist young people to overcome barriers to learning and skills development, such as drugs, alcohol abuse, risky sexual behaviour and safeguarding concerns, including a growing prevalence of child sexual exploitation.

Assistant Personal Advisers (APA) Grade 7

These officers support PAs and CAs. They provide a welcome and initial assessment service on a one to one basis, signposting young people to support services in accordance with identified needs, and facilitating access to skills development and learning opportunities. The APAs also track young people's destinations.

Following a review of the direction of travel, the developments below previously agreed by Cabinet should be progressed:

- A new charged service with schools to commence in September 2013;
- Maintaining 8 full time equivalent (FTE) CAs to work directly with schools on a charged service basis, with re-designation of 24.3 FTE 'CAs' to 'PAs' to augment support for vulnerable young people;
- The establishment of an additional 1.7 FTE PA to further increase capacity for targeted work with more vulnerable young people;

- The establishment of a new FTE Information Advice and Guidance (IAG) Manager post;
- Arrangements to deliver a targeted Information Advice and Guidance service for young people.

The following decisions should not be taken forward:

- The planned disestablishment of the 17.7 FTE APA role;
- The planned disestablishment 5.2 FTE Team Leader (TL) role

Since the Cabinet decision of March 2013, there have been a number of developments which necessitate amendments to the retained structure. Increased take up from schools will require an additional 0.5 FTE CA and some staff have opted to take voluntary redundancy/voluntary early retirement, leaving 3.4 FTE TL to assist with managing the new arrangements and 21.3 FTE CAs to be converted to PAs. It is further proposed that, following early release of 3.1 FTE, 14.6 FTE APA posts are retained and considered within the wider Multi-Agency Teams' (MATs') review, which is currently underway. The details can be viewed in the attached schedule (Appendix 1a).

The approval of these proposals would further strengthen support for vulnerable young people, through enhanced capacity in the MATs providing high quality services. The Council would also be better placed to meet its RPA duty, ensuring those at risk of becoming NEET (Not in Education, Employment or Training) are identified at an earlier stage. This review will equip young people with the skills to progress through education and into work, facilitating a reduction of those who are NEET, and providing an effective structure for engaging schools.

2.3 Youth Buildings

Youth buildings should meet the needs of young people, and have a role to play in creating local, safe spaces where young people can engage in positive activities. A review of youth buildings was carried out last year in consultation with local stakeholders in each locality. As a result of the review, Cabinet agreed the following at its meeting on 5 March 2013:

- 22 buildings (out of 29) were identified as 'fit for purpose' and should be retained;
- 3 buildings to be transferred to other providers through Community Asset Transfer process (with agreement provision for youth activities to be preserved);
- 4 buildings were declared surplus to requirements and referred to Corporate Property Services for disposal;
- Cleaning and caretaking contracts to be renegotiated;
- Income generation targets for Youth Service buildings should be set;
- Buildings should be re-branded to promote better use of assets;

- Gladys Buxton Youth Centre should be demolished and 2 rooms within the main Centre should be re-furbished to accommodate youth and other community activities.

The acceptance of these recommendations, the full details of which are included in the Cabinet paper 'Youth Buildings Review' (5 March 2013), will ensure a balance between Youth Service delivery and cost, resulting in savings of approximately £250,000 per annum. It will provide young people with buildings that are local, fit for purpose, in the right places and enhance opportunities to maximise potential usage through the involvement of community and voluntary organisations.

It was previously agreed that the required hours for cleaning and caretaking would be renegotiated between Children and Younger Adults and Corporate Property in line with the Service Level Agreement, through the Authority's usual processes.

In the event that there is a surplus of caretaking and cleaning hours that cannot be effectively deployed within the Council, the Authority's Redundancy, Redeployment, Protection of Earnings and Buy Out of Hours Policies will be applied subject to further Cabinet approval.

2.4 A New Youth Service Review

It is proposed that a new Youth Service review be undertaken to further develop high quality Council run Youth Services, reflecting the wishes of many who participated in the consultation last year. The focus of the new Youth Service review will be young people, including vulnerable young people, as partners in the development of a youth offer that meets their needs.

The review will ensure that time is allowed for meaningful consultation with young people, staff, along with their trade unions and all Elected Members regarding the reshaping of the service. An investment of a further £250,000 per annum into the Youth Service budget will enable more young people, especially those most vulnerable, to receive support as they make the transition into adulthood in a very challenging economic climate.

Youth Workers will be at the heart of a high quality, Council run Youth Service, which provides local services and effectively supports young people as part of a safer, caring Derbyshire that is ready for work. It is essential that the deployment of youth workers is consistent with the Council's priority of ensuring that the most vulnerable young people are provided with support as soon as needs arise. High quality youth work is integral in achieving this aspiration.

As such it is proposed that:

- Current youth work job roles will become part of the Derbyshire pay and grading and Derbyshire terms and conditions of employment;
- Resource allocations of youth work to MATs, based on local need, continue as previously agreed in the Cabinet paper 'Development of Youth Workers' (18 December 2012). This resulted in more resources targeted in areas of high need, namely: Bolsover, Erewash and North East.
- Youth Service staff to continue to be fully embedded within the MAT structure with line management provided by MAT managers.

To allow more careful consideration of the types of youth worker roles within the new structure, in full consultation with young people, staff, and trade unions, the following decisions taken in the Cabinet paper 'Restructuring Youth Worker Roles' (26 March 2013) are to be reviewed:

- Restructure of the current provision to create two job roles, i.e. Youth Worker and Youth Support Worker;
- Development of 52 week locality based contracts with a minimum of 16hrs a week.

The acceptance of these proposals will ensure that there is harmonisation in pay and terms and conditions for all staff within the MATs, alongside consistency of management within these teams and localities.

Furthermore, local allocations based on need can enable more targeted preparation for employment in those areas where there are high levels of NEET, address healthy lifestyle issues and contribute to safer communities by targeting risky behaviours, such as drinking and anti-social behaviour.

In summary, the scope of the review will include the following:

- Working with young people as partners to determine the deployment of additional investment, above;
- Working alongside staff and trade unions to consider the best structure to respond to the needs of young people;
- Reviewing current youth work roles, and contracts with staff and trade unions to ensure flexibility in provision;
- Examining the effectiveness of the current Youth Action Grant scheme in addressing the County's most challenging communities;
- Giving careful consideration to the on-going workforce development needs of these valuable roles within the Council.

3. Financial Considerations

3.1 Developing Careers Guidance Service

The current revenue cost to the Council for the provision of careers guidance is approximately £1.5m.

Income from schools and academies for Careers Service packages is anticipated to be £310,000 per academic year, which will fund 8.5 Careers Advisers and 1 Team Leader.

The changes to staffing, outlined in the Human Resources considerations, will realise an annual saving of £199,698

When the staff changes are combined with the additional income estimated from schools, the total savings from these proposals will be £509,698.

3.2 Youth Buildings Review

The building costs included in the review were based on the 2011/12 expenditure (controllable expenditure incurred by Children and Younger Adults and non-controllable expenditure from other Corporate budgets).

Corporate Property Services has advised that the total revenue saving to the Council that could be generated by disposal of the four recommended properties and the transfer of the three properties recommended for community transfer, would be in the region of £80,000. Additional savings, resulting from the review of caretaking and cleaning contracts and increasing income, will augment total revenue savings to circa £250,000 per annum.

Corporate Property Services has advised that three of the four properties recommended for disposal are held leasehold and therefore will not generate a capital receipt. The potential disposal of the freehold property recommended for disposal (Aldercar Youth Centre) would, if achieved, generate a capital receipt in the region of £40,000.

3.3 Restructure of Youth Workers

On 12 June 2012, Cabinet agreed to maintain resources for youth provision at the current level for 2012/13 and the foreseeable future, and to focus the County Council resources in areas of disadvantage and on young people at risk. This would ensure that the most vulnerable young people receive the high quality support that they need in order to reduce the likelihood of problem development and escalation, resulting in a decreasing need for specialist costly services and increased opportunities for young people to fulfill their potential.

On 18 December 2012 Cabinet agreed that the resource allocation should reflect this priority and agreed the following indicative allocation to be used as a basis for the developing of future proposals.

Locality	Current budget	Proposed Budget	Variation
Amber Valley	£297,113	£282,417	-£14,696
Bolsover/North East	£459,468	£500,509	+£41,041
Chesterfield	£364,804	£342,767	-£22,037
Erewash	£205,175	£274,828	+£69,653
High Peak/North Dales	£237,005	£185,026	-£51,979
South Derbyshire/South Dales	£243,326	£221,344	-£21,982
Total	£1,806,891	£1,806,891	0

The potential costs/savings arising from the review of youth work job roles are not known at this stage, and therefore any impact on the budget is uncertain currently.

3.4 Total Net Savings

The proposals in this report will deliver £759,698 of savings gross. This will finance an additional £250,000 investment in the Youth Service, in line with Council priorities, leaving a net saving of £509,698 towards CAYA's medium term financial pressures.

4. Human Resources Considerations

4.1 Developing a Careers Guidance Service

The proposals within the report respond to changes in statutory responsibility for the provision of universal careers information, advice and guidance and the need to ensure that the most vulnerable young people are identified early and provided with help as soon as needs arise.

To facilitate the achievement of this objective it is proposed that Cabinet agree to:

- Continue with the re-designation of 'CAs' to 'PAs' and allocate where possible, to their preferred role as indicated in their recent preference form.
- Approve Voluntary Redundancy, Voluntary Early Retirement and Flexible Retirement requests for staff within this review (TLs, CAs and APAs) in accordance with the Derbyshire scheme.
- The role of the APA being the subject of a further review to consider its place within the MAT structures in light of the need to increase skill levels amongst staff working with the most vulnerable young people.

The staffing levels stated in the Cabinet Paper of 26th March were:

Post Title	Grade	Number FTE
Careers Team Leaders	11	7.2
Careers Advisers	9	32.3
Personal Advisers	9	29.2
Assistant Personal Advisers	7	17.7
Total		86.4

As a result of turnover, cessation of temporary contracts, and use of voluntary early release schemes there is a reduction in the staff of 9.4 FTE, as outlined below:

Post Title	Grade	Number FTE
Careers Team Leaders	11	3.8
Careers Advisers	9	2.5
Assistant Personal Advisers	7	3.1
Total		9.4

Revised staffing (including new IAG Manager and additional 1.7 FTE PA:

Post Title	Grade	Number FTE
IAG Manager (new post)	13	1
Careers Team Leaders	11	3.4
Careers Advisers	9	8.5
Personal Advisers	9	52.2
Assistant Personal Advisers – pending review	7	14.6
Total		79.7

The schedule of HR changes can be found in Appendix 1a and the proposed structure and roles and responsibilities can be found in Appendices 1b and 1c.

4.2 Youth Buildings Review

It is proposed that the required hours for cleaning and caretaking would be renegotiated between Children and Younger Adults and Corporate Property, in line with the Service Level Agreement, through the Authority's usual processes.

In the event that there is a surplus of caretaking and cleaning hours that cannot be effectively deployed within the Council, the Authority's Redundancy,

Redeployment, Protection of Earnings and Buy Out of Hours Policies will be applied subject to further Cabinet approval.

4.3 **A New Youth Service Review**

The current staffing structure is detailed below:

Post Title	Grade	Number FTE
Senior Youth Worker	YPR 23 - 26	3
District Youth Worker	YPR 19 - 22	30.7
Youth Support Development Worker	YR2 14 - 17	2.27
Youth Support Worker in Charge/Accreditation Worker	YR2 10 - 13	12.32
Youth Support Worker	YR1 3 - 6	10.46
Total	-	58.75

Currently the existing posts are subject to JNC pay and conditions of service and these will now be subject to the job evaluation process to bring them into line with the Derbyshire package pay and grading. Appropriate consultation will take place with trade unions and staff to discuss the changes arising. The changes to the level of resources allocated at a Locality level are likely to impact on both our existing workforce and overall number of posts; however this cannot be assessed until the existing roles have been Job Evaluated.

5. **Legal and Human Rights Considerations**

In implementing the proposals described in the report, the Council will comply with the relevant statutory requirements, the Council's policies and procedures and will fulfil its contractual obligations.

6. **Other Considerations**

In preparing this report the relevance of the following factors has been considered: Prevention of Crime and Disorder, Health, Environmental, Property and Transport Considerations.

7. **Background Papers**

The New Youth Offer Cabinet Paper, 12 June 2012
 Development of Youth Workers Cabinet Paper, 18 December 2012
 Youth Buildings Review Cabinet Paper, 5 March 2013

Developing Careers Information, Advice and Guidance Service, Cabinet Paper, 26 March 2013

Restructuring Youth Worker Roles, Cabinet Paper, 26 March 2013

8. **Key Decision**

Yes.

9. **Waiver of Call-in?**

A waiver of the call-in procedure will not be required for this report.

10. **Strategic Director's Recommendations**

That Cabinet confirms:

- 10.1 The establishment of a new charged universal Careers Information, Advice and Guidance service for schools to commence in September 2013;
- 10.2 The establishment of a new FTE Information Advice and Guidance Manager post and additional 1.7 FTE PA;
- 10.3 The arrangements to deliver a targeted Information Advice and Guidance service for young people;
- 10.4 The recommendations, following the Review of Youth Buildings agreed by Cabinet on 5 March 2013, are progressed:
 - a) 22 buildings identified as fit for purpose to be retained;
 - b) 3 buildings to be transferred to other providers through Community Asset Transfer process (with agreement provision for youth activities to be preserved);
 - c) 4 buildings be declared surplus to requirements and referred to Corporate Property Services for disposal;
 - d) Cleaning and caretaking contracts to be renegotiated;
 - e) Income generation targets for Youth Service buildings be set;
 - f) Buildings be re-branded to promote better use of assets;
- 10.5 The current youth work job roles to become part of the Derbyshire pay and grading and Derbyshire terms and conditions of employment;
- 10.6 The resource allocations of youth work to MATs, based on local need, as previously agreed in the Cabinet paper 'Development of Youth Workers' (18 December 2012) will be implemented once the impact of job evaluation and revised gradings is complete. This will result in more resources targeted in areas of high need, namely: Bolsover, Erewash and North East;

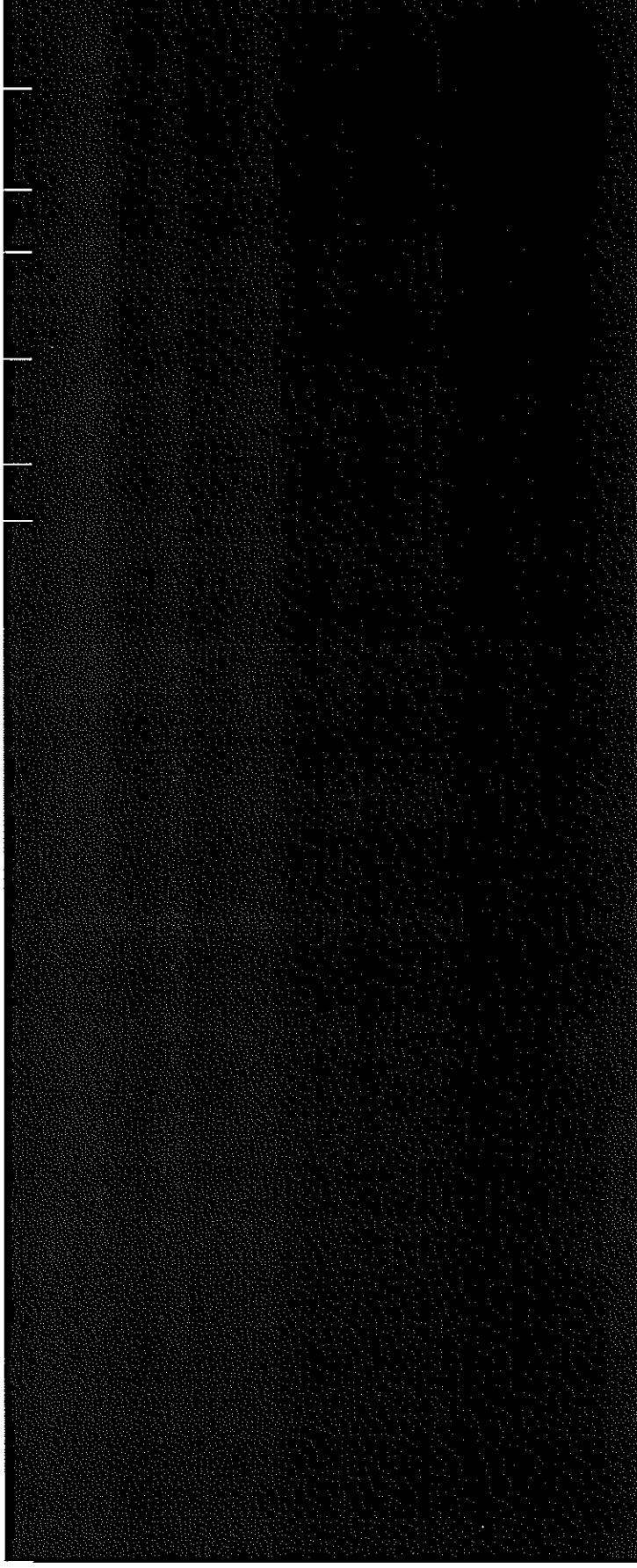
- 10.7 The youth service staff to continue to be embedded within the multi-agency team structure with line management provided by MAT managers.

That Cabinet approves:

- 10.8 The maintaining of 8.5ft FTE CA to work directly with schools on a charged service basis, with re-designation of 21.3 FTE CA to PA to augment support for vulnerable young people;
- 10.9 The planned disestablishment of the 17.7 FTE APA role to be halted and following early release of 3.1 FTE, the remaining 14.6 FTE APA to be considered as part of the wider MAT review currently underway;
- 10.10 The planned disestablishment 5.2 FTE TL role to be reduced to a reduction of 3.8 FTE leaving 3.4 FTE TL to assist in managing the new service in the roles identified in Appendix 1b;
- 10.11 The restructure of the current provision to create two job roles, i.e. Youth Worker and Youth Support Worker to be halted and considered as part of the wider review of Youth Services, per below;
- 10.12 The development of 52 week locality based contracts with a minimum of 16 hours a week is halted and also considered as part of the review below;
- 10.13 That a new review of Youth Services is commissioned to include within its scope:
- a) Working with young people as partners to determine the deployment of an additional investment of £250k per annum;
 - b) Working alongside staff and trade unions to consider the best structure to respond to the needs of young people;
 - c) Reviewing current youth work roles, and contracts with staff and trade unions to ensure flexibility in provision;
 - d) Examining the effectiveness of the current Youth Action Grant scheme in addressing the county's most challenging communities;
 - e) Giving careful consideration to the on-going workforce development needs of these valuable roles within the Council.
- 10.14 The release of this report for the purposes of consultation with Trade Unions and staff.

Ian Thomas
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APPENDIX 1a



Proposed Roles and Responsibilities for the Careers Team

There will be 3.4 Careers Team Leaders within the structure, a reduction of 3.8 on the previous structure with the reduction coming from Voluntary Redundancy. In the new structure there will be:

- Careers Team Leader (Adults) - this post will provide line management of the 7.4 FTE Adult Advisers with day to day responsibility for management of the National Careers Service Contract, reporting, quality assurance and day to day liaison with the funding organisation.
- Careers Team Leader (Charged services) – this post will line manage the Careers Adviser that provide careers guidance to schools under commercial contract arrangements. They will ensure contract compliance, develop detailed plans with schools and seek business development opportunities. They will directly deliver in some schools and provide operational leadership for advisers. They will liaise with Multi-Agency Team Managers in relation to ensuring coherence in services to vulnerable young people.
- Careers Team Leader (Participation and NEET) - this post will support the transition of Local Authority duties into Multi-Agency Teams and work with Multi-Agency Teams' managers to ensure statutory duties for NEET tracking and participation are consistently delivered across the County. This post will lead on County developments in relation to NEET.
- Careers Team Leader (Quality Assurance and Careers Education) – this post will lead on development of quality assurance systems for the charged services to schools and implementation of Quality Assurance required for external contracts e.g. National Careers Service. This post will lead on quality inspections e.g. CareerMark and Ofsted. This is likely to be the 0.4 post.

APPENDIX 1c

Proposed New Structure for the Charged Careers Service Team

