

# Moving Support and Prevention Team to the Pathways Structure

Date: March 2024

Report of: Service Delivery Manager, Families First Leeds

Report to: Director of Children & Families

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

## Brief summary

This report proposes the merger of the Support and Prevention Team (currently under the Health and Wellbeing Service) with the Pathways Team (part of the Youth Service projects structure) in order to increase capacity to address the number of young people not in education, employment or training which is a key priority for the directorate and aligned with the draft Children and Young People's Plan 2023 – 2031.

This report also proposes realignment and assimilation of roles to ensure the new merged team is fit for purpose with the right roles going forward. In order to achieve effective service delivery, some changes are required to the merged team structure which also address the ending of the ESIF funding on 31 December 2023.

## Recommendations

The Director of Children & Families is recommended:

- a) To endorse the proposal to move the Support and Prevention Team, currently sitting under the Health and Wellbeing Service, to the Pathways Team which is part of the Youth Service Projects.
- b) To endorse the move of the budget from the Health and Wellbeing Service to the Pathways Team.

To agree the following proposals to the structure including the realignment and/assimilate roles as follows.

- Deletion of the currently vacant Health and Wellbeing Officer PO2 (1 fte) post.
- Creation of 1 fte Advanced YW Practitioner grade AYWP. The budget from the deletion of the post above will be utilised to fund this new post.

- For the current employee undertaking the existing ESIF funded Advanced YW Practitioner grade AYWP through acting up arrangements, to be assimilated into post on a substantive basis.
- ESIF funded Youth Workers 1.47 fte grade YWKR. 2 existing employees undertake this youth work as additional hours. The current structure has 2 fte vacant youth worker posts of which 1 fte will be used to assimilate these 2 employees.
- Temporary Compliance Officer C3- 1 fte, funded through ESIF. The purpose of this role will no longer be required at the end of the temporary contract's natural end when funding ceased on 31 December 2023. The post will be deleted from structure.

## What is this report about?

This report is about the proposal to transfer the Support and Prevention Team to the Pathways team. This will add additional capacity to the Directorate's offer to young people who are not in education, employment or training (NEET) and will allow us to extend the work of Pathways to be more preventative, thereby enabling us to work with young people who are in year 10 and 11.

At the same time as the merging of the two teams this proposal also look to realign and assimilate roles, ensuring the merged is able to function more coherently as one team and therefore able to meet the challenges of the draft Children and Young People's Plan. With the timing for the ESIF funding coming to an end at the end of 2023 this has also been addressed in the report in order to achieve effective service delivery, and a fit for purpose structure going forward.

Table showing the current and proposed structure of the two teams once merged.

Current post	Grade	FTE	Head count	Current Budget	Proposed post	Grade	FTE	Head count	Proposed Budget	Total FTE - /+
<b>Pathways Team</b>										
Team Leader	PO4	1	1	£55,987	Team Leader	PO4	1	1	£55,987	0
Transitions Key Worker	SO1	2	2	£81,220	Transitions Key Worker	SO1	2	2	£81,220	0
Advanced YW Practitioner – <b>Temporary (ESIF funded)</b>	AYWP	1	1	£49,372	Advanced YW Practitioner	AYWP	1	1	£49,372	0
Compliance Officer - <b>Temporary (ESIF funded)</b>	C3	1	1	£38,393	Delete	-	-	-	0	-1
Youth Worker IAG Support <b>2fte vacant</b>	YWKR	3	1	£114,042	Youth Worker IAG Support	YWKR	3	3	£114,042	0

Youth Worker - <b>Temporary</b> <i>(ESIF funded)</i>	YWKR	1.47	2	£55,881	Delete	YWKR	-	-	0	-1.47
NEET Support Worker Apprentice	B1	1	1	£28,331	NEET Support Worker Apprentice	B1	1	1	28,331	0
Tracking Coordinator	SO1	0.81	1	£33,914	Tracking Coordinator	SO1	0.81	1	33,914	0
<b>Support and Prevention Team</b>										
Health and Wellbeing Officer vacant	PO2	1	1	£50,321	Delete Post	-	-	-	0	-1
Specialist Learning Mentor	SO1	2.79	4	£115,810	Specialist Learning Mentor	SO1	2.79	4	£115,810	0
Teenage Pregnancy Support and Intervention	SO1	0.55	1	£23,028	Teenage Pregnancy Support and Intervention	SO1	0.55	1	£23,028	0
<b>Sub total</b>		<b>15.62</b> <i>(inc. 3.47 fte ESIF funded)</i>	<b>16</b> <i>(inc. 4 ESIF funded)</i>	<b>£646,299</b>			<b>12.15</b>	<b>14</b>	<b>£501,704</b>	<b>-3.47</b>
<b>Vacancy Factor</b>				<b>-£86,000</b>					<b>-£76,000</b>	
<b>TOTAL</b>				<b>£560,00</b>					<b>£426,000</b>	

Position reference 50408830 Health and Wellbeing Lead (0.2 FTE) is excluded from the above table as is not included within the proposed merge. This post will remain against cost centre 59611. For information the budget (including on costs and less vacancy factor) for this post is £14k

### What impact will this proposal have?

The proposal will add additional capacity to the existing resource of Pathways and will strengthen the roles of staff currently within the Support and Prevention Team. The teams currently undertake similar duties, and the proposal will better align the service offer to young people, streamlining the support available to families and professionals and making clearer the pathways for support.

The proposal to realign the roles will also address the four current ESIF funded posts within Pathways, for which funding will cease on 31 December 2023. Merging the teams will enable the service to enhance its offer of support, rather than face a reduction which will impact on the

service offer. With the cessation of ESIF funding, the team's capacity will be limited and will impact on their ability to support the reduction in numbers of young people not in education, training or employment.

The Support and Prevention team will continue to undertake their work in relation to delivering HENRY (an evidence-based programme enabling families to adopt healthier lifestyle choices) which is aligned with funding received from Public Health. They will also continue to deliver Personal, Health and Social Education sessions to primary and secondary schools. Job descriptions will remain the same and their work with young people who are at risk of becoming NEET will be aligned with the work of the Pathways team. This will enable the team to extend their offer to a more preventative approach, in keeping with the services priorities of supporting young people through skilled, effective interventions to recognise and achieve their aspirations.

### **How does this proposal impact the three pillars of the Best City Ambition?**

Health and Wellbeing

Inclusive Growth

Zero Carbon

This proposal supports the development of young people in Leeds. The need to reduce NEET and add to the growing demand for employment will be supported by youth workers; youth work challenges young people around their health and wellbeing in terms of developing self-esteem and being physically active; youth work also enables young people to become politically aware and understand issues around power and decision making. Climate emergency is a curriculum area for youth work.

### **What consultation and engagement has taken place?**

Senior management acknowledge that there is a significant need to increase the staffing capacity of the Pathways team, so support the proposal to transfer Support & Prevention Team, currently sitting in the Health & Well-being Service into the Pathways team which will create greater capacity.

The Team Leaders of both the effected teams concur with the proposal and see the benefit of merging the two teams and the effectiveness and efficiency this will create.

Consultation has taken place with staff in scope and the Unions. Two meetings were held with the Pathways Team and Support and Prevention team, respectively. A consultation period was agreed to enable staff to consider raising any individual questions and two subsequent meetings were held with staff members supported by their trade Union representatives.

Comments were raised about the deletion of the Health and Wellbeing Officer Post, which had been vacant for over 12 months which an individual regarded as a limit on progression opportunities in the team. Management considered the concern and any potential for other viable options, however it was concluded that there were none. Concerns about development were addressed as part the engagement and consultation process.

Wards affected:

Have ward members been consulted?

Yes

No

## What are the resource implications?

### Finance

The tables below summaries the current and proposed budget.

Cost Centre	Description	Current Budget
31020	Leeds Pathways Team Staffing	£391,000
59611	C&YP Support and Prevention Team Staffing	£183,000
31020	ESIF Income Target	-£134,000
TOTAL		£440,000

Cost Centre	Description	Proposed Budget
31020	Leeds Pathways Team Staffing	£426,000
59611	Post 50408830 (0.2 FTE) to remain against 59611	£14,000
TOTAL		£440,000

The Pathways team currently holds an income target of £134k for 4 posts funded from ESIF. This funding stream ends 31/12/2023 and the income target will need to be removed from the budget, this will be funded from the deletion of the following posts:

- 1.47 fte Youth Workers (ESIF funded)
- 1 fte x Compliance Officer (ESIF funded)
- 1 x Health and Wellbeing Officer (Not funded through ESIF)

All other posts within the Pathways team are budgeted and to remain the same.

The table above showing the current and proposed staffing structures providing details of the budgets for each individual post. Overall, this shows that the budget for the proposed structure is £134,000 less than the current structure in order to offset the reduction in income due to the ESIF funding coming to an end.

Separate to the above, C&YP Support and Prevention Team had a savings target included in their budget of £107,000. This is going to be funded from other streams within Early Help as agreed with the HOS and therefore has not been included in the costings above.

There is also a small non staffing budget associated with both cost centre 31020 (£5k) and 59611 (£2k). These budgets will remain as they are, to cover incidentals such as applicable car allowances/travel expenses etc.

### Workforce

In essence all substantive staff have no direct impact on their post, grade or responsibilities as these remain the same. The affected are the 4 ESIF funded roles which ended on 31 December 2023. Of these 3 staff will be assimilated into posts on structure as the need for their roles continues and can be facilitated on the proposed structure.

Funding for the role of temporary Compliance Officer C3 I ceased on the natural ending of the current temporary contract on 31 December 2023. The postholder however was able to

secures alternative employment within LCC effective from 1 November 2023 ahead of the ESIF funding for this post coming to an end.

### **What are the key risks and how are they being managed?**

As ESIF funding is due to end in December 2023, there are concerns that we will have to make reductions to the Pathways team which will impact on delivery. By moving the Support and Prevention Team over to Pathways, we will be able to make best use of the budget, continuing to fund the Advanced Practitioner post and limiting the need for redundancies as a result of the ending of the temporary funded posts. Where a need for the functions of these roles continues the risk has been mitigated through the assimilation into substantive posts delivering the same functions/duties.

### **What are the legal implications?**

Advice has been sought with regard to the cessation of the ESIF funding and the associated impact on existing post holders. 3 of the roles have a need to continue and this has been facilitated through the proposed structure without any additional cost.

The temporary Compliance Officer C3 postholder has secured employment within LCC removing any potential need to consider provisions in line with the MSR policy.

### **Options, timescales and measuring success.**

#### **What other options were considered?**

No other options to continue with the ESIF Programme have been considered as this funding is coming to an end. Without the continuation of this funding, we need to consider how to best support the continuation of the Pathways Team; merging the two teams will provide opportunities to maximise the roles available to us, without the need to make further redundancies.

Consideration has been given to not merging the two teams, but the benefits of aligning the two teams, deleting the Health and Wellbeing Officer post and permanently appointing the Youth Work Advanced Practitioner will ensure that Pathways continue to deliver this essential service maximising these posts.

#### **How will success be measured?**

The Pathways Team Leader completes a detailed Doing the Simple Things Well report on a monthly basis. This enables the team to assess the impact of their work on the numbers of NEET young people in the city and reports on the numbers of young people contacted, how many are supported to access education, employment and training and the number of outcomes achieved. The report also identifies any successes, barriers and plans for the following month. This report will continue to be used to measure impact.

On an annual basis, the team undertakes the September Guarantee which seeks to ensure that all young people post 16 have an educational destination. This information is reported to the DfE.

### **What is the timetable and who will be responsible for implementation?**

The move over to Pathways of the Support and Prevention team will take effect from should 1<sup>st</sup> May 2024 with implementation overcarried out over May/June. Shaun Macklin, Youth Work Service Manager will be responsible for ensuring this is a smooth transition.

## **Appendices**

- Equality impact screening
- Current and proposed structure chart

## **Background papers**