



CLD Programmes Committee

Report to Board: Staffing Requirements for Q1 2021

December 2021

1. Introduction

The Development and Coordination staff team have conducted an analysis of the staffing levels required to conduct funded programmes in the first quarter of 2021.

This analysis demonstrates that we face a serious shortfall in the staffing hours required for delivery of our commitments.

To meet our commitments, we need to advertise for and appoint between two and three sessional Digital CLD Workers to deliver an additional 25 hours per week staff deployment, depending on the availability of successful candidates and best match to our delivery settings.

2. Recommendations

The Board is recommended to:

1. note the contents of this report and its appendices;
2. authorise the Youth and Programme Development Manager, Youth and Programme Coordinator and the Chair of the CLD Programmes Committee to advertise for and appoint between two and three sessional youth workers, depending on the availability of successful candidates; and
3. remit to the CLD Programmes Committee consideration of the potential for creating permanent part time staff contracts as part of the staffing complement, and to report back to the Board with any recommendations.

3. Analysis

Appendix A provides details of programmes to which we are committed.

Delivery of our programmes will require an estimated 124 hours per week of staff deployment. This requirement includes:

- Three hours' staffing time for two members of staff for each two hour session open to young people (this enables setup and preparation, reporting and secure

Report to Board 17 December 2020: Staffing Requirements for Q1 2021

closure, as well as the intensive cleaning schedule necessary to make our services 'Covid-secure'; and

- An additional 10% staffing time required to conduct performance and development meetings, training and other communication with the management team.

The requirements analysis assumes that our current schools provision will continue as is for the first quarter, but the specialist nature of the ASN provision means that this is uncertain if not unlikely, while additional schools provision may be arranged. All schools interaction remains uncertain because of the Covid-19 crisis. This uncertainty leads to the conclusion that sessional contracts are required.

After taking into account contractual obligations and changes in available staffing levels resulting from staff decisions to move to other work and study environments, there are 94 staffing hours available each week for the period January to March 2021. These staffing hours include an assumption of 12 hours per week direct delivery hours for each of the Youth and Programme Development Manager and the Youth and Programme Coordinator. The remainder of the time for these roles is required to support programme management, development and coordination.

The analysis groups Paisley YMCA's community learning programmes within five main areas:

- Makerspace Youth Programmes;
- Makerspace Schools Programmes;
- Adult Learning;
- Outreach Youth Work; and
- Online Youth Work.

The analysis covers the period January to March 2021, but the majority of the programmes will continue until at least the end of June 2021. Sessional contracts are required to support capacity amid uncertainty.

4. Balance of Staff Skills

Our current staffing complement has come to employment by Paisley YMCA as a result of engagement with the Community Jobs Scotland programme. This has provided for us a strong technical skills base within a group of staff who have developed youth work skills in addition to their original interests and this balance works well in the context of the Makerspace.

None of the current Digital Youth Workers have CLD qualifications (their opportunities to engage with formal CLD qualifications has been limited by the Covid-19 crisis).

However, we have commitments to extend our programmes into community settings where well-developed youth work skills and knowledge are essential to maintaining an appropriate learning environment.

The skills and knowledge required to deliver high quality services are present in existing staff who have benefitted from the support and training they have had as part of their initial training roles with Paisley YMCA. However, to maintain and further develop the quality of our programmes, we require to recruit staff with an appropriate community learning and development qualification at SCQF level 7 (HNC/ first year undergraduate) or equivalent experience.

5. Voluntary Support for CLD Programmes

In addition to staff, Paisley YMCA supports both volunteers and placement students, which can add welcome capacity to support our programme obligations.

However, placement students, like Community Jobs Scotland or Kick Start employees, are in learning roles and it would be unfair and inappropriate to count them as part of the staffing complement.

Volunteers and staff employed as part of the Community Jobs Scotland or Kick Start initiatives are also additional to our required staffing complement and as expressed in Volunteer Scotland's Volunteer Charter "should not carry out duties formerly carried out

Report to Board 17 December 2020: Staffing Requirements for Q1 2021

by paid workers nor should they be used to disguise the effects of non-filled vacancies or cuts in services¹”.

Volunteers, staff employed in training roles and placement students cost the same or more as staff in terms of management support and their deployment is part of our commitment to provide support to people seeking employment. The benefits to Paisley YMCA from such support arise from an enriched environment for the young people we serve, and the positive impact of supporting learning in the context of service delivery.

6. Contracts

Our current contracts are fixed term and tend to reduce over time. The nature of these contracts arise from our determination to provide where possible some initial security for staff taken on at the end of Community Jobs Scotland contracts.

The uncertain funding environment makes it difficult to commit to permanent contracts.

Fixed term contracts provide a little more security for staff and so are a little more attractive for potential recruits. However, the requirements analysis conducted has focussed only on the immediate Q1 requirements for 2021, partly because of time constraints and partly because of uncertainty around schools programmes and access to community settings during the ongoing Covid-19 crisis.

The CLD management team intend, therefore, to recruit staff on a sessional basis, based on intention to provide a stable routine timetable for staff, depending on continued funding and delivery opportunities.

7. Resources

The programme commitments considered in this report are already funded from a variety of sources.

¹ [The Volunteer Charter \(volunteerscotland.net\)](https://www.volunteerscotland.net/)

8. Equalities

The Board decision to target recruitment advertising for staff among female groups engaged with STEM work and among minority ethnic groups should assist in improving in the future the gender and ethnic origin balance of staff, in turn improving the experience of youth club members who are girls and/or people of minority ethnic background.

9. Further Information

Further information in respect of this report is available from:

- Darran Gillan, Youth and Programme Manager; or
- Claire McGinley, Youth and Programme Coordinator.