

NOT FOR PUBLICATION.

**CONTAINS INFORMATION WHICH IS LIKELY
TO REVEAL THE IDENTITY OF ANY INDIVIDUALS.**

DERBYSHIRE COUNTY COUNCIL

CABINET

1st October 2013

Report of the Strategic Director for Children & Younger Adults

**RESTRUCTURING
YOUTH WORKER ROLES – (Children and Young People)**

1. Purpose of the Report

- To approve the restructuring arrangements in respect of all those employed in youth worker roles, subject to consultation with staff and trade unions.
- To approve the allocation of the additional resources, as agreed by Cabinet on the 4th June 2013.
- To update Cabinet on the progress of the further investment of £250k in the Youth Service and the proposed establishment of a third tier role of Assistant Youth Support Worker.
- To approve the release of the Cabinet report to the Trade Unions and staff as part of the formal consultation process.

2. Information and Analysis

2.1 Review of Current Arrangements

A review of the current arrangements supporting the delivery of youth work has been necessary to address the following issues:

- In June 2012, in response to the consultation, Cabinet agreed to target County Council resources to meet the needs of the most vulnerable young people in areas of disadvantage.

- The consultation identified the need to ensure good quality provision for vulnerable young people, particularly for those with disabilities, those who have experienced or are experiencing domestic violence, and those who are NEET (not in education, employment or training) or at risk of becoming so.
- The consultation identified that Council-run youth provision with qualified staff is particularly effective in areas of disadvantage and when working with young people at risk.
- Young people requested activities during the school holidays and at weekends. Other stakeholders identified the need for provision at weekends and during school holidays. These were identified as times when young people were most likely to be involved in risky activity such as drinking and anti-social behaviour and when they would benefit from diversionary activities.
- Staff who are currently contracted on part-time hours have identified a desire to be better integrated into the Multi-Agency Teams. They have been frustrated by the lack of time to engage in and feel part of the Locality/MAT structure and have found it difficult to identify how their work contributes to the overall priorities of MATs.
- Youth Support Workers currently tend to focus on facilitating group activities. In the consultation, many expressed a wish to engage in more targeted 'case work' with individual young people and some have started to do this. The Youth Workers spend some of their time alongside Youth Support Workers, leading and facilitating group activities and part of their time on 'MAT case-work' with individual young people and families.
- Youth Workers are currently on JNC pay and conditions of service, unlike other colleagues in the MATs or in the wider CAYA workforce, who have been subject to the Single Status exercise and the implementation of the Derbyshire Package.
- Some of the current contracts link staff to a particular building base rather than to a Locality.
- On 4th June 2013, Cabinet agreed a further £250,000 funding allocation for investment into the Youth Service to primarily deliver open access activities. At this meeting Cabinet also confirmed the previous proposals and agreed that the on-going consultation exercise be paused to enable a further review of the service.

2.2 Proposed Changes to Improve Service Responsiveness to the Needs of Young People

- It is proposed to simplify the current staffing structure of the service by developing three posts; Youth Worker, Youth Support Worker and Assistant Youth Support Worker. It is proposed to offer all contracts on a 52 week basis, from a minimum of two hours to a maximum of 37 hours per week. This will enable Localities to respond to the views expressed in the consultation by young people and stakeholders and respond flexibly to identified local needs.
- The current contracts do not allow the flexibility needed for securing aspects of the service delivery, such as weekend and holiday provision, that have been identified as necessary to meet the current and future needs of young people. It is therefore now proposed to offer all contracts on a 52 week, 5 days out of 7 basis, and a minimum number of two hours per week, to ensure availability of services in the evenings, weekends and school holiday times.
- It is proposed the current structure be disestablished, introducing a revised structure with the three levels of post outlined above. Through the job evaluation process it has been determined that the posts be graded at Grade 9 (Youth Worker) and Grade 7 (Youth Support Worker) and Grade 5 (Assistant Youth Support Worker).
- In order to achieve consistency and equality in terms and conditions of employment with other employees in the MATs, and the wider Children and Younger Adult workforce, it is proposed to change the current terms of youth service staff in MATs who are on JNC and offer the new contracts on the Derbyshire pay and grading and Derbyshire Package terms and conditions of employment (see Appendix 1 – Youth Service Review – Derbyshire Package/JNC Comparison).
- In order to increase the ability for Assistant Youth Support Workers, Youth Support Workers and Youth Workers to respond flexibly to the needs of young people in the Locality to which they are assigned, it is proposed that new contracts are Locality based, with a nominal work base for administrative purposes. This would bring them in line with other staff in the MATs.
- Under the new structure, to address previous inconsistencies in the line management arrangements, the MAT Manager will be

responsible for the direct line management of Youth Workers and Youth Support Workers. Youth Workers will co-ordinate the day to day work of the Youth Support Workers and line manage the Assistant Youth Support Workers in their MAT area (see Appendix 2 – proposed structure chart).

- Locality Managers will work with Local Area Committees, ensuring on-going consultation to deliver programmes of work based on local priorities.
- The additional funding of £250k to develop the Assistant Youth Support Worker posts will be prioritised to develop work with young people in areas of greatest need within localities.

3. Human Resources Considerations

The proposal is to disestablish the current staffing structure. The details are as follows:

Post Title	Salary Scale	Grade	Number fte	Number of posts
Senior Youth Worker	[REDACTED]	YPR 23 – 26	3	3
District Youth Worker	[REDACTED]	YPR 19 – 22	33.20	35
Youth Support Development Worker	[REDACTED]	YR2 14 -17	2.94	6
Youth Support Worker in Charge/Accreditation Worker	[REDACTED]	YR2 10 – 13	14.12	52
Youth Support Worker	[REDACTED]	YR1 3 – 6	12.69	75
TOTAL	-	-	65.95	171

Funding released from the above and the additional new investment will enable the following new posts to be created on Derbyshire pay and grading and offered on Derbyshire Package terms and conditions of employment

Post Title	Salary Scale	Grade	Number fte (based on top of scale)	Number of posts
Youth Worker	£22,879 - £24,547	9	25.6	28
Youth Support Worker	£18,431 - £20,099	7	32.77	67
Assistant Youth Support Worker	£15,175 - £16,159	5	9.54	92
TOTAL		-	67.91	187

The increased £250,000 funding has enabled the introduction of the Grade 5 Assistant Youth Support Worker post, which has increased the post numbers in the new structures by 92 (9.54 fte) from the previous proposal.

In accordance with the results of the consultation with young people and other stakeholders, Youth Workers, Youth Support Workers and Assistant Youth Support Workers will be required to work in the evenings when some young people may be particularly vulnerable. The Derbyshire Package makes provision for this by rewarding those who are required to work after 7pm, with pay for those hours after 7pm at time and a third. This enhanced pay after 7pm was not included in JNC conditions of service, and will in part compensate those staff that receive a reduction in their basic pay in the revised structure.

Locality Managers have considered the needs in their areas and have included a percentage of pay after 7pm in the calculations of posts when working out the full-time equivalents detailed above.

The indicative allocation of new posts by locality is as follows:

Locality	Youth Workers (fte)	Youth Support Workers (fte)	Assistant Youth Support Worker	Total fte (based on top of scale)
Amber Valley	4 (27% after	5 (40% after	1.62 (66%	10.62

	7pm)	7pm)	after 7pm)	
Chesterfield	5.1 (35% after 7pm)	6.28 (60% after 7pm)	1.97 (60% after 7pm)	13.35
Erewash	3 (30% after 7pm)	6 (40% after 7pm)	1.47 (85% after 7pm)	10.47
High Peak/North Dales	3 (20% after 7pm)	2.59 (50% after 7pm)	1.08 (60% after 7pm)	6.67
NED/Bolsover	7 (20% after 7pm)	9.4 (40% after 7pm)	2.11 (100% after 7pm)	18.51
South Derbyshire/ South Dales	3.5 (30% after 7pm)	3.5 (45% after 7pm)	1.29 (60% after 7pm)	8.29
Total	25.6	32.77	9.54	67.91

It is proposed to ring-fence the new Youth Worker posts to the District Youth Workers, Senior Youth Workers and Youth Support Development Workers. It is proposed to ring-fence the Youth Support Worker and Assistant Youth Support Worker posts to the existing Youth Support Worker in Charge, Accreditation Workers and Youth Support Workers.

The ring-fence will operate on a countywide basis and all posts in the new structure will be recruited to on the same time period. The post holders will be invited to submit preferences for the new posts and a selection process will take place. Appointments to posts in the new structures will be offered on 52 week, locality based contracts on Derbyshire pay and grading and Derbyshire Package terms and conditions of employment. The proposed ring fence and appointment process will be subject to consultation with staff affected and trade unions.

The employees included in this service review are within the Social Care and Inclusion Job Family and as such were eligible to apply for the

Authority-wide voluntary early release scheme approved by Cabinet on 6th November 2012. The individuals affected received a letter in January inviting them to express an interest in early release along with other posts within the Job Family. 27 employees expressed an interest and in June 2013 they were informed that their application was held pending a review of the restructuring proposals determined by Cabinet on 4th June 2013.

A further opportunity to express an interest in Voluntary Redundancy/Voluntary Early Retirement will be offered to those individuals who are not appointed to the new structures. In the event that these individuals do not volunteer for early release, the indicative timetable at Appendix 3 will be progressed; to manage any potential compulsory redundancies and the Authority's policy for Redundancy, Redeployment, Pay Protection and Buy Out of Hours Policy will be applied.

In the interests of best practice, informal consultations have been on-going and subject to Cabinet approval, formal consultation will commence with staff and trade unions as outlined in Appendix 3.

As the proposals contained in this report have been developed, papers outlining the proposals have been submitted for formal discussion with the Trade Unions at non-schools Departmental Joint Consultation meetings. The Trade Unions have also identified a representative to be engaged in on-going informal consultation with officers leading these developments. To date, meetings have taken place between the officers and the Trade Union representative. This has given opportunity to informally discuss the proposals, and where appropriate, to incorporate the suggestions made by the Trade Unions.

4. Financial Considerations

On 12th 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.

On 4th June 2013 Cabinet agreed a further investment of £250k and that the following indicative allocation should be used as a basis for developing future proposals.

Locality	Current budget	Proposed Budget, Prior to investment	Additional investment of £250k	Variation

Amber Valley	£297,113	£282,417	£39,075	+ £24,379
Bolsover/North East	£459,468	£500,509	£69,250	+ £110,291
Chesterfield	£364,804	£342,767	£47,425	+ £25,388
Erewash	£205,175	£274,828	£38,025	+ £107,678
High Peak/North Dales	£237,005	£185,026	£25,600	-£26,379
South Derbyshire/South Dales	£243,326	£221,344	£30,625	+ £8,643
Total	£1,806,891	£1,806,891	£250,000	-

The indicative allocation of new Youth Workers and Youth Support Workers posts shown in section 3 above along with the indicated level of post 7pm working can be fully funded by the £1,806,891 budget allocation.

The new Assistant Youth Support Worker posts along with the indicated level of post 7pm working can be fully funded by the additional investment of £250,000.

The changes to staffing, outlined in the Human Resources considerations, will result in a saving of £21,369. This will be used within the Youth Service to provide additional targeted support as and when needs arise. (See Appendix 4)

The costs of any redundancy payments or early release of pension will be met from the Authority's general reserve. There may also be pay protection costs for the first two years following implementation of these proposals and these will be met from CAYA's earmarked reserves. The exact amount of funding necessary will not be known until the appointment process has been completed.

5. Legal and Human Rights Considerations

Formal consultation will be undertaken in accordance with Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 (as part of the Council-wide consultation on redundancies) and will be covered by the Council's corporate notification to the Secretary of State of potential redundancies under Section 193 of the Act.

6. Equality of Opportunity Considerations

The Council has conducted an Equality Impact Assessment (EIA) in respect of the proposals contained in this report in accordance with the duties set out in the Equality Act 2010. This is attached at Appendix 5.

Under this Act, local authorities are under a legal duty to pay “due regard” to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, age, sexual orientation, pregnancy and maternity, religion and beliefs. It is important that Cabinet considers carefully whether any issues identified in the EIA are of such significance to require the current proposals to be reconsidered or changed.

7. 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.

8. Key Decision

Yes.

9. Call-In

Is it necessary for the call-in period to be waived in respect of the decisions being proposed in this report? No

10. Strategic Director's Recommendation

That Cabinet approves:

- 10.1 restructuring arrangements in respect of all those employed in youth worker roles, subject to consultation with staff and trade unions;
- 10.2 the resource allocation process, as agreed by Cabinet on the 4th June 2013;
- 10.3 the progress on the further investment of £250k in the Youth Service and the proposed third tier role of an Assistant Youth Worker;
- 10.4 the release of the Cabinet report to the Trade Unions and staff as part of the formal consultation process.

Ian Thomas
Strategic Director for Children & Younger Adults

DERBYSHIRE COUNTY COUNCIL

CHILDREN AND YOUNGER ADULTS DEPARTMENT

YOUTH SERVICE REVIEW – DERBYSHIRE PACKAGE/JNC COMPARISON

	Derbyshire Package	JNC												
Employees	All DCC Employees except at April 2013: <ul style="list-style-type: none">• JNC• FE Lecturers• New Youth Worker and Youth Support Worker posts to be offered on Derbyshire Package	<ul style="list-style-type: none">• Senior Youth Worker• District Youth Worker• Youth Support Development Worker• Youth Support Worker in Charge• Accreditation Worker• Youth Support Worker												
Annual Leave	<table><tr><td>Employee</td><td>Group Basic</td><td>After 5 Years' Service</td></tr><tr><td>Grade 1-9</td><td>25 Days</td><td>30 Days</td></tr><tr><td>Grade 10-13</td><td>27 Days</td><td>32 Days</td></tr><tr><td>Grade 14+</td><td>34 Days</td><td>34 Days</td></tr></table>	Employee	Group Basic	After 5 Years' Service	Grade 1-9	25 Days	30 Days	Grade 10-13	27 Days	32 Days	Grade 14+	34 Days	34 Days	30/35 days
Employee	Group Basic	After 5 Years' Service												
Grade 1-9	25 Days	30 Days												
Grade 10-13	27 Days	32 Days												
Grade 14+	34 Days	34 Days												
Notice Period - Employee	<table><tr><td>Grade 1- 9</td><td>1 Month</td></tr><tr><td>Grade 10 - 13</td><td>2 Months</td></tr><tr><td>Grade 14 +</td><td>3 Months</td></tr></table>	Grade 1- 9	1 Month	Grade 10 - 13	2 Months	Grade 14 +	3 Months	2 Months						
Grade 1- 9	1 Month													
Grade 10 - 13	2 Months													
Grade 14 +	3 Months													
Notice Period - Employer	9 – 12 Years' Service – 1 weeks for each year Over 12 years – 12 Weeks	9 – 12 Years' Service – 1 weeks for each year Over 12 years – 12 Weeks												
Bank Holidays	8 Statutory days	12 Statutory/Concessionary												

Derbyshire Package		JNC
Increment Date	On the anniversary of the new appointment Pre Single Status employees April	April
Cost of Living	April	September
Travel	Per mile- first 10,000 miles 45p Per mile— after 10,000 miles 25p Per mile per approved passenger 5p	451 – 1000 – 1200 – 999 cc 1199cc 1450cc Per mile 46.9p 52.2p 65.0p first 8,500 Per mile 13.7p 14.4p 16.4p after 8,500
Normal Working Hours	<ul style="list-style-type: none"> • 37 hours over a 7 day week • 5 in 7 days • TOL hour by hour basis with prior line manager approval 	<ul style="list-style-type: none"> • 37 hours over 7 day week • TOL for anything in excess of 37 hours with a settlement period of 4 weeks. • Up to 37 hours weekly 5 out of 7 days. • TOL arrangements on termly basis/programme
Over Time	After 37 hours paid time plus 1/3 – with prior line manager approval Bank Holidays double time	None

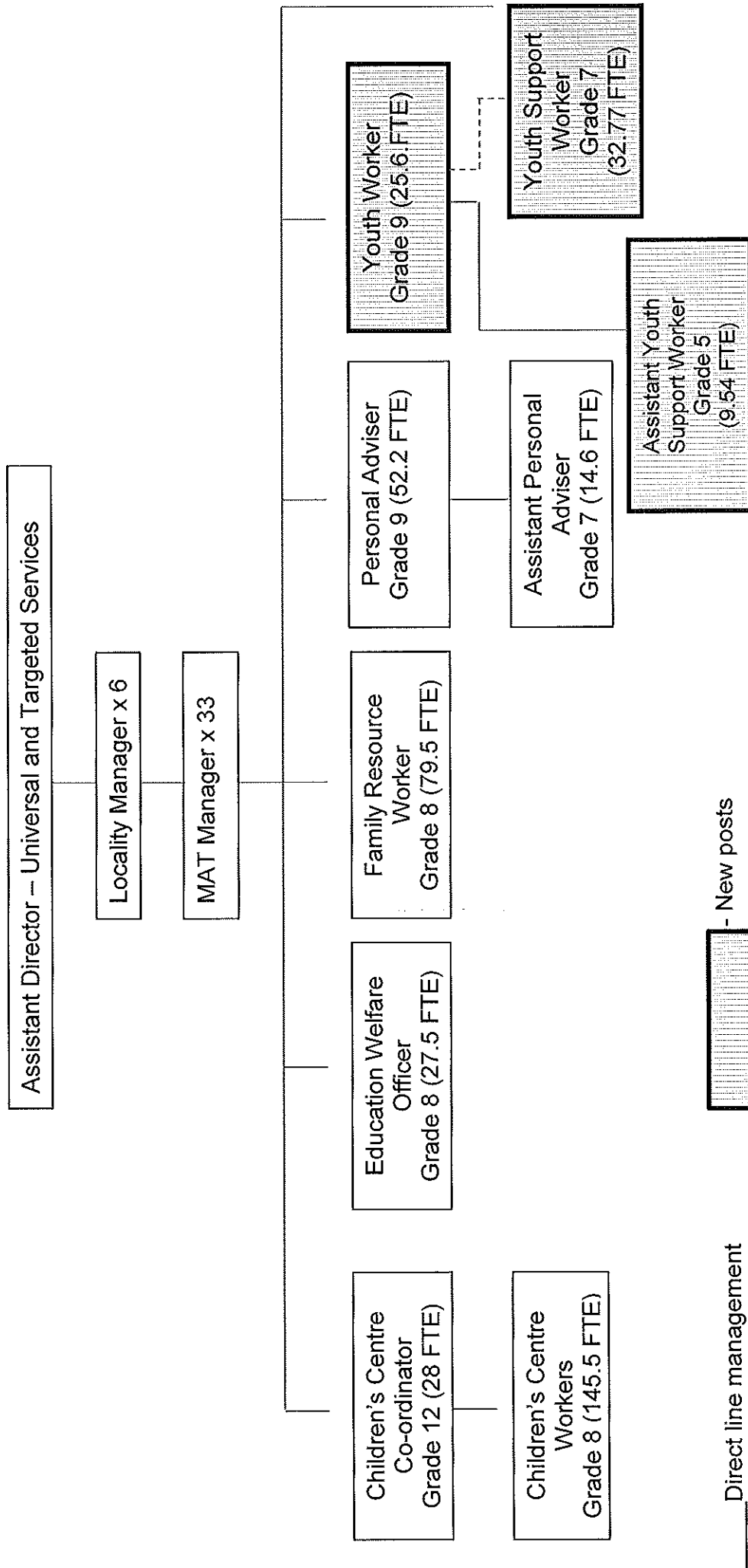
Enhancement	If you normally work Monday-Fri (prorated for part time) Monday to Friday 7pm-7am Plain time plus 1/3 Saturday and Sunday – all hours – plain time plus 1/3 If you normally work Monday – Sunday (or a prorated for part time) Monday to Sunday – 7pm to 7am- plain time plus 1/3	None Variations for additional responsibilities or additional duties.
-------------	---	--

Pension	Staff in the new posts will be eligible for membership of the Teachers' Pension Scheme	
Sickness Entitlement		
First Year of Service	1 month on full pay and after 4 months service	2 months half pay
Second Year of Service	2 months on full pay and 2 months on half pay	
Third year of Service	4 months on full pay and 4 months on half pay	
Fourth and fifth Year of Service	5 months on full pay and 5 months on half pay	
After 5 Years' Service	6 months on full pay and 6 months half pay	

Appendix 2

CHILDREN AND YOUNGER ADULTS DEPARTMENT - YOUTH SERVICE

PROPOSED STRUCTURE



DERBYSHIRE COUNTY COUNCIL
YOUTH SERVICE REVIEW

INDICATIVE TIMETABLE

<u>Activity</u>	<u>Timescales</u>
• Cabinet	• 1 October 2013
• Letter issued to employees and trade unions	• w/c 25 October 2013
• Consultation meetings	• w/c 18 and 25 November 2013
• Completion of initial consultation with staff and trade unions	• w/c 16 December 2013
• Write to individuals	• w/c 6 January 2014
• Interviews for new structures	• 3 – 14 February 2014
• Completion of appointment process	• 14 February 2014
• Individuals notified of outcome of appointment process	• 28 February 2014
• Affected individuals notified in writing and advised of right of representation	• 28 February 2014
• Representation hearings	• w/c 17 March 2014
• Individuals notified of outcome of representation	• 28 March 2014
• Issue redundancy notice to staff and right of appeal (giving notice of dismissal)	• 31 March 2014
• Final date for receipt of appeal notification	• 14 April 2014
• Appeal hearings	• April/May 2014
• Date of Dismissal	• 30 June 2014

1 April 2014 - Commencement of new appointments in revised structures on Derbyshire Pay and Grading and Derbyshire Package

Note Ref	Service Area	Post Title	Justification	Structure Adjustments										Annual Costs / Savings			
				Current Salaries			Post No	Proposed Salaries			Post No	Immediate	Ultimate				
				Min Point	Max Point	Grade		Min Point	Max Point	Grade							
1	Youth Service	Senior Youth Worker	To be deleted														
1	Youth Service	District Youth Worker	To be deleted														
1	Youth Service	Youth Support Development Worker	To be deleted														
1	Youth Service	Youth Support Worker in Charge / Accreditation Worker	To be deleted														
1	Youth Service	Youth Support Worker	To be deleted														
			On Costs on Current Structure														
2	Youth Service	Youth Worker	New posts					£22,879	£24,547	9	25.60		-£628,403	-£628,403			
2	Youth Service	Youth Support Worker	New posts					£18,431	£20,099	7	32.77		-£658,644	-£658,644			
2/4		Youth Worker	Enhanced payment after 7pm										-£55,707	-£55,707			
2/4		Youth Support Worker	Enhanced payment after 7pm										-£116,848	-£116,848			
			On Costs on New Structure										-£347,289	-£347,289			
			Subtotals										£0	£67,841			
3	Youth Service	Assistant Youth Support Worker	New posts					£15,175	£16,159	5	9.54		-£154,157	-£154,157			
3/4		Assistant Youth Support Worker	Enhanced payment after 7pm										-£45,517	-£45,517			
			On Costs on New Structure										-£50,326	-£50,326			
			Subtotals										-£250,000	-£250,000			
			Grand Totals										-£250,000	-£182,159			

Ref Notes

- These posts represent the existing structure and are funded via the current Youth Service budget
- These posts represent the 1st part of the new structure and are funded by the current Youth Service budget
- These posts represent the 2nd part of the new structure and are funded by the additional investment of £250k
- This is an estimate of the cost of enhanced payments that will be made for work undertaken post 7pm as a result of single status and for additional targeted support as needed.

The immediate additional cost of £250,000 shown above is a result of the further investment of the same amount agreed by cabinet 4th June 2013 and set out within this paper.
The reduced ultimate cost shown above will not result in a reduction to that investment or to the staffing level planned. It indicates that the anticipated increase in costs based on the current structure for salary progressions would not be required.

Derbyshire County Council

Equality Impact Analysis Record Form 2011



Department	Children and Younger Adults
Service Area	Youth Provision
Title of policy/ practice/ service of function	Restructuring arrangements in respect of youth work staff.
Chair of Analysis Team	Mel Meggs

Stage 1: Prioritising what is being analysed

- a) Why has the policy, practice, service or function been chosen?
- b) What if any proposals have been made to alter the policy, service or function?

a) Why has the policy, practice, service or function been chosen?

A review of the current arrangements supporting the delivery of Youth Service has been necessary to address the following issues:

Focus resources on most vulnerable young people

In 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 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. It is therefore proposed that the resource allocation should reflect this priority.

In addition on 4 June 2013 Cabinet agreed a further £250,000 funding allocation to enable the continuation of some open access/universal services.

Provide a more responsive service

In June 2012 Cabinet outlined the need to re-structure the existing youth support workforce and to develop new flexible Youth Worker and Youth Support Worker

contracts in order to provide a more responsive service, better able to meet the needs of young people. The Youth Support Workers currently tend to focus on facilitating group activities, though many have expressed a wish to engage in more targeted 'case work' with individual young people as well, and some have started to do this. The Youth Workers spend some of their time alongside Youth Support Workers, facilitating group activities and part of their time on 'MAT case-work' with individual young people and families. On 4th June 2013 Cabinet agreed a further £250,000 funding allocation for the additional post of Assistant Youth Support Worker to primarily deliver an open access service.

b) What, if any proposals have been made to alter the policy, service or function?

There are currently six different types of post in the existing Youth Service structure with staff employed on a variety of different contracts which have developed over a number of years. The current contracts do not allow the flexibility needed for securing aspects of the service delivery, such as weekend and holiday provision, that have been identified in the consultation as necessary to meet the current and future needs of young people. New contracts are also needed in order to comply with equal pay legislation. The existing contracts have included variations such as the number of weeks per year that should be worked and the number of contracted hours per week, with a minimum of three hours per week offered in any one contract.

Staff who are currently contracted on a part-time hours have identified a desire to be better integrated as part of the MATs. They have been frustrated by the lack of time to engage in fully understanding the priorities and day-to-day changes within the MATs and have experienced difficulties in identifying how their work contributes to the overall priorities of the MATs which, they feel, sometimes has resulted in a lack of acknowledgement of their role as part of the team.

It is proposed to simplify the current situation by restructuring the service and developing three new types of post on flexible contracts, of which will be for Youth Workers, Youth Support Workers and Assistant Youth Support Workers. It is proposed to offer all contracts on a 52 week basis, from a minimum of 2 hours to a maximum of 37 hours per week. In their response to the consultation young people requested activities during the school holidays and at weekends, and the new contracts will provide the flexibility to enable this. Other stakeholders also identified the need for provision at the weekends and during school holidays, giving the reason that these times were when young people were more likely to be involved in risky activity such as drinking and anti-social behavior, unless they were offered something more constructive to do.

The consultation identified the need to provide specialist services for vulnerable young people, particularly for those with disabilities, those who have or are experiencing domestic violence and those who are, or who are at risk of being NEET. Cabinet therefore agreed to supporting Youth Workers and Youth Support Workers to improve their range and depth of competency.

Staff in the Youth Service are currently employed on JNC pay and terms of employment. It is proposed as part of this service review that new posts in the

revised structure are evaluated and revised contracts be offered on the new pay and grading structure and on the Derbyshire Package terms and conditions of employment.

In addition the current contracts require staff to be based at a particular venue. In order to increase the ability for the new posts to respond flexibly to the needs of young people in the locality to which they are assigned, it is proposed that new contracts are locality based, with a nominal work base for administrative purposes. This would bring them in line with other staff in the MATs.

The consultation identified that Council-run youth centres with qualified staff are particularly effective in areas of disadvantage and when working with young people at risk. In June 2012, in response to the consultation, Cabinet agreed to target County Council resources to meet the needs of the most vulnerable young people in areas of disadvantage. Calculations for proposed resource allocation have therefore been made based on the number of young people living within the 50% most disadvantaged MAT areas of Derbyshire, weighted for the severity of disadvantage. This redistribution is likely to mean that some staff have to change their work base, and possibly their locality base.

c) What is the purpose of the policy, practice, service or function?

- To provide a service for young people, particularly those at most risk of not fulfilling their potential.
- To secure services at times when young people want them, primarily in the evenings and at weekends.
- To offer both group work and individual work with vulnerable young people.
- To ensure that all youth work is integrated as part of the MAT purpose and function.
- To provide flexible provision according to the needs across a locality area.

Stage 2: The team carrying out the analysis

Name	Area of expertise/ role
(Chair) Mel Meggs	Assistant Director – Universal and Targeted Services
Bish Sharif	Head of Services for Teenagers
Moirra Bannister	Locality Manager – Chesterfield
Faye Edwards	MAT Manager – High Peak
Julie Connah	Senior HR Consultant CAYA
Chris Campbell	Integrated Youth Support Manager
Rachel Sidebottom	Integrated Youth Support Officer
Susanne Williams	Commissioning Manager CAYA

In addition, the panel has sought the advice of the trade union representative who has been tasked to work with those involved in leading this change.

Stage 3: The scope of the analysis

The scope of the analysis is to consider the main impacts of these proposals on the staff who will be affected by the changes. (A previous EIA assessment focussing on the effects of changes on existing and potential service users was submitted to Cabinet in June 2012).

In particular:

- The disestablishment of existing posts and the introduction of three new posts, namely Youth Worker, Youth Support Worker and Assistant Youth Support Worker.
- The introduction of revised contracts on Derbyshire pay and grading and the Derbyshire Package.
- All new contracts to be issued on a 52 week a year basis.
- New contracts to be Locality based.
- Contracts to be issued on a 7 day a week basis, requiring staff to work up to five days out of 7, which may include weekend work.
- A requirement for a percentage of work to take place after 7pm.
- Youth Workers and Youth Support Workers will be expected to work with both groups of young people and on a 1:1 basis.
- Resource allocated according to need as well as population.
- The introduction of a structured workforce development plan to support all staff working with more vulnerable young people.

Discussions and planning have taken place with Locality Managers, MAT Managers, and all those who will be directly involved in this restructure; to consider how to improve the responsiveness of the service and to drive service improvement whilst maintaining the capacity required to deliver frontline services.

There has also been a close eye on continuing to improve services within the context of limited resources.

There have been discussions with Locality Managers to explore areas for improvement and development; contributing to the analysis of how services are used and potential impact of any change.

There has been analysis of the key data sets available for young people and particularly for those young people who are at risk of not fulfilling their potential without additional support.

Human Resources advice and input into planning has been made available to consider the staff group primarily affected.

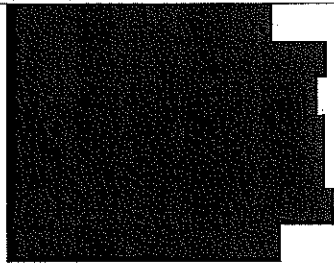

Stage 4: Data and consultation feedback

a. Sources of data and consultation used

Source	Reason for using
Discussions with each individual Locality Manager and MAT Managers	To ensure all key factors are included in planning
Management Information, particularly regarding population data for young people aged 13-19 in each of the most disadvantaged five deciles.	Provides information on the distribution of the most vulnerable young people and as a basis for resource allocation.
Budget Information	To provide analysis of current resource allocation
Audit reports	Use of audit reports identifying the need to better target resources in order to meet the needs of the more vulnerable young people.
Consultation with service users, staff and other stakeholders	Provides a robust justification for changing the existing arrangements.
Specific staff briefing and information sessions	All those involved in youth work have been invited to take part in informal briefing and information sessions, giving staff the opportunity to contribute ideas to inform plans for future service delivery.

Stage 5: Analysing the impact or effects

a. What does the data tell you?

Protected Group	Findings
Age	
Disability	

Gender (Sex)	77% of the workforce of the Youth Service are female and 23% male. Of those in full-time employment within the youth service, 61% are female and 39% male. Of those in part-time employment within the youth service 81% are female and 19% male. Of those women who responded to a request for information about any paid employment outside their youth worker role, the average number of hours of 'other paid employment' is 26.4 hours per week, compared with men who responded to the same question averaging 18.6 hours per week of 'other paid employment'. 25% of both males and females volunteered that they had caring responsibilities including 'family commitments/full-time Mum/caring for parent'. When asked if they were willing to share information about commitments to volunteering 26% of women who responded said that they did some voluntary work compared with 50% of men who responded to the same question.
Gender reassignment	No impact identified
Marriage and civil partnership	No impact identified
Pregnancy and maternity	No impact identified
Race	
Religion and belief including non-belief	No impact identified
Sexual orientation	No impact identified

Non-statutory

Socio-economic	
Rural	No impact identified

- b. What does customer feedback, complaints or discussions with stakeholder groups tell you about the impact of the policy, practice, service or function on the protected characteristic groups?

Protected Group	Findings
Age	No impact has been raised. However, this staff group are part of the Social Care and Inclusion job family, and as such, have been offered opportunity to express an interest in voluntary redundancy or voluntary early retirement. During the informal briefing sessions for staff some people have expressed an interest in finding out more about how these options.
Disability	No impact has been raised
Gender (Sex)	<p>The current workforce is predominantly female (77%) and of those working part-time 81% are female. Whilst it is not possible to extract the exact impact, by gender, of the introduction of contracts on a 52 week a year basis, and requirement to work a percentage of time after 7pm, given the current make-up of staff women are likely to be more affected than men. The additional posts of Assistant Youth Support Worker will however provide increased opportunities for those wishing to remain in work on contracts of less than 16 hours per week.</p> <p>One of the impacts of increasing the number of posts working over 16 per week may be to increase the attraction of a career in youth work for men. This would provide positive role models for young men, particularly those who are at risk of poor outcomes. Some young men, particularly those would benefit most from targeted youth work may not be willing to identify and address issues (such as concerns about relationships, sexual health, domestic violence and others) with a female youth worker, but may do so with a male youth worker who they may perceive as having a better understanding of their situation and being able to relate to them as men.</p>
Gender reassignment	No impact has been raised.
Marriage and civil partnership	No impact has been raised.
Pregnancy and maternity	Any members of staff who are currently pregnant or on maternity leave will be included in any consultation and appointment process.

Race	No impact has been raised.
Religion and belief including non-belief	No impact has been raised.
Sexual orientation	No impact has been raised.

Non-statutory

Socio-economic	<p>Of those in part-time youth work, approximately 73% have other paid employment, averaging an additional 23.5 hours per week. In addition, approximately 6% of those who responded to a request for information said that they had significant caring responsibilities.</p> <p>Currently there are a number of people who have other employment outside their youth contract who may choose, to prioritise their youth work and apply for posts in the new structure, others may choose to prioritise or balance other commitments and apply for the new posts of Assistant Youth Support Worker on fewer hours per week.</p> <p>Youth Workers and Youth Support Workers will have access to supervision and work force development opportunities making their professional development profile more attractive to potential future employers, and Assistant Youth Support Workers will receive supervision twice a year increasing their employment prospects.</p>
Rural	<p>Although the locality based contracts will allow flexibility for staff to be asked to work in venues throughout the county, each member of staff will be allocated an administrative base and will usually be asked to work in or near to that venue. Travel allowance will be calculated from their allocated base to cover costs when they are asked to work in other venues.</p> <p>The isolation that has been identified by some part-time staff working in more rural areas, will be reduced by the integration of all part-time, as well as full-time, staff into the MATs.</p>

c. Are there any other groups of people who may experience an adverse impact because of the proposals to change a policy or service who are not listed above?

As a result of Locality based contracts some people may on occasions have to travel further to work as a result of a change in work base.

As a result of the indicative resource allocation, agreed by Cabinet on 18th December 2012, there are likely to be more posts available in some localities than in others, which may result in a need for some staff to change their work base.

Some staff may not initially feel confident working on a 1:1 basis with those young people most at risk. A workforce development plan is being developed to ensure that the staff have the necessary knowledge, skills and on-going support to work effectively with these young people in order to improve their outcomes.

d. Gaps in data

What are your main gaps in information and understanding of the impact of your policy and services? Please indicate whether you have identified ways of filling these gaps.

Gaps in data	Action to deal with this
Formal consultation with all staff will take place once Cabinet approval has been gained and the authority's restructure processes start.	

Stage 6: Ways of mitigating unlawful prohibited conduct or unwanted adverse impact, or to promote improved equality of opportunity or good relations

Under the Equal Pay legislation, youth workers are currently the only people employed in the MATs who are not receiving the Derbyshire Package.

There will be an increased equality of opportunity to supervision and workforce development.

All staff appointed will be evaluated against a consistent person profile for all roles they are in the ring fence for.

Any bias against staff on the basis of race, gender, age or any other discriminating factor will be mitigated by a fair and robust process for recruitment.

The total resource to this service is protected within the proposals.

The proposals also contribute to the necessity to improve services within limited resources.

Stage 7: Do stakeholders agree with your findings and proposed response?

Initial discussions have been held with Locality Managers who have overall management responsibility for the services, and with MAT Managers who will have direct line-management responsibility, have been positive.

The initial discussions with those employed in a youth worker role have shaped these proposals. Some regard these proposals as a positive opportunity for career development, and others see the proposals as a challenge to their current way of working.

Stages 8 and 9: Objectives setting/implementation

Objective	Planned action	Who	When	How will this be monitored?
Ensure all staff directly affected by the proposals are consulted	Staff meetings. 1-1 meetings with those directly effected	Mel Meggs Julie Connah	During formal consultation period	Via senior management overview and by Trade Unions
Job and person profiles for new posts to be completed	Job and person profiles to be agreed and evaluated	MAT Managers Locality Managers Mel Meggs Julie Connah	Completed Posts have now been evaluated	Posts advertised accordingly
Ensure all stakeholders are fully informed about the impact of the proposals. This includes provider services.	Stake holder meetings to be confirmed	Mel Meggs Chris Campbell Locality Managers	By the time the new structure is introduced (April 2014)	Via senior management overview

Recruitment processes for appointments to be developed to ensure appropriate action is taken to prevent any discrimination on grounds of race, age, gender or any other factor.	Arrangements for recruitment panels to be confirmed	Mel Meggs Julie Connah	Following formal consultation on the proposals.	Via senior management overview
The ring fence for key posts to be confirmed.	The ring fence will operate on a countywide basis. The post holders will be invited to submit preferences for the role(s) and a selection process will take place.	Mel Meggs	Proposal included in the report to Cabinet October 2013	Via senior management overview

Stage 10: Monitoring and review/mainstreaming into business plans

Please indicate whether any of your objectives have been added to service or business plans and your arrangements for monitoring and reviewing progress/ future impact?

The objectives will be included in the Locality Plans and any changes to service delivery arrangements will be monitored for impact on staff or on service users.

Stage 11: Publishing the completed analysis

Completed analysis approved by _____ on _____

Where and when published?

The completed analysis will be published in accordance with usual council procedures.

Decision-making processes

Where linked to decision on proposals to change, reduce or withdraw service/
financial decisions/ large-scale staffing restructures

Attached to report (title):

Date of report:

Author of report:

Audience for report e.g. Cabinet: Cabinet

Outcome from report being considered

To approve restructuring arrangements in respect of Youth Workers

To seek approval to consult with staff and trade unions in relation to these
restructuring proposals.

Details of follow-up action or monitoring of actions/ decision undertaken

Via senior management overview and service plans

Updated by:

Date: