



Haringey Council

Agenda item: **DRAFT**

[No.]

General Purposes Committee

On 29th March 2011

Report Title: Future Structure of the Youth Offending Service

Report of: Anne Lippitt, Interim Director of Place & Sustainability

Signed :

Contact Officer: Linda James, YOS Strategic Manager

Email: linda.jamesYOS@haringey.gov.uk

Wards(s) affected: **All**

Report for: **Key Decision]**

1. Purpose of the Report (That is, the decision required)

1.1 The attached report sets out the proposals for re-structuring the YOS to achieve financial savings and remain within budget.

2. Introduction by Cabinet Member (if necessary)

2.1 N/A

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1 Council Plan Priorities are:

- A Greener Haringey-Becoming one of London's greenest boroughs
- A Better Haringey-cleaner, greener & safer places
- A Thriving Haringey-encouraging lifetime well being at home, work, play and learning
- Driving change, improving quality-customer focussed, cost effective services achieving high levels of satisfaction.

4. Recommendations

4.1 That in principle the Youth Offending Service be restructured subject to the outcome of consultation and consideration of the authority's public sector equality duties. Seven of the YOS staff have applied for and been accepted for voluntary redundancy.

4.2 That the staff consultation which started on 1st March 2011 involving staff members affected be completed, in line with the Council's policy and procedure, and comments received will be considered and responded to accordingly.

4.3 That agreement be given for delegated decision making to the Chair of the Committee in consultation with the Director of Urban Environment, taking into account the consultation process and the authority's public sector equality duties, and providing nothing of a substantive matter arises during or from the consultation period and process.

5. Reason for recommendations

5.1 To achieve the reductions in Council funds and resources required in order to set a legal budget in 2011/12.

6. Summary

6.1 Given the current need to identify the biggest cuts to council services experienced in local government, it is no longer possible to maintain the current staffing levels within the Youth Offending Service.

6.2. Several projects end by the end of March 2011 due to the expiry of external grants and there is no alternative funding to continue these projects. The staff involved are on fixed term contracts. The Youth Justice Grant for 2011/12 has been reduced and the new structure has been drawn up to reflect these reductions.

6.3 The re-structure has been designed to have the least effect as possible on services to young offenders and their families and to achieve the Youth Justice Board indicators in relation to reducing the number of first time entrants to the criminal justice system, reduce re-offending and reduce the use of custody.

6.4 Posts affected by redundancy are listed below

Posts	Total	Leaving	Number
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	number	through Voluntary redundancy	remaining
Operational Managers	3	1	2
Team Managers	5	1	4
Social workers & probation officers	14	1	13
Accommodation Officer	1	1	0
Outreach workers	8	3	5
Total	31	7	24

6.5 The other posts affected by the restructure are:

- Merger of one casework team (from total 5 teams to 4) and the movement of staff between teams to equalise line management responsibilities
- Reduction from 2 to 1 resettlement and aftercare provision worker and re-name “support worker – resettlement”.
- deletion of Volunteer co-ordinator post and reparation officer post and replaced with one Reparation and Volunteer co-ordinator post
- deletion of group worker post
- deletion of accommodation officer post and replacement with “support worker-accommodation “ post
- establishment of “support worker – youth violence”
- establishment of Prevention Team outreach worker post
- change of title of Prevention Team Co-ordinator post to senior outreach worker post
- change of titles of 5 relevant staff to support workers with lead responsibilities in relation to court, bail and remand, reparation, weapons awareness, education, training and employment
- Prevention Team administrator post to be reduced to scale 5 as no longer any involvement with schools and young people
- Casework team administrator post to be increased from scale 4 to scale 5 to bring all admin posts to same level and to reflect tasks undertaken.
- Finance and performance manager post to revert to PO4 to reflect changes by dis-establishment of the Safer, Stronger Communities business unit
- Add 2 support workers for Intensive Supervision and Surveillance (ISS) to establishment to enable previous ISS contract being brought in-house
- Add 4 sessional workers for ISS to establishment due to in-house service delivery

The above changes will ensure that the YOS is within budget for staffing costs.

6.6 To achieve these savings for 2011/12, the timetable is quite tight; a copy is attached at Appendix A.

6.5 If the General Purposes Committee is minded to accept the recommendations of this report, as will be noted in the timetable, notice cannot be given to staff until 15th April 2011 at the earliest, and providing no controversial matters arise during the consultation period. However, if this matter has to come back to the full General Purposes Committee for a final decision after the consultation period, this will add a

further two weeks minimum before notices can be issued to the remaining staff. This will take their final leaving day well into the new financial year, with the related salary costs.

6.6 The Equalities Impact Assessment Statement, which will be completed following the end of the consultation period, is attached at Appendix B.

7. Chief Financial Officer Comments

7.1 The total funding for the Youth Offending Service in 2010-11 amounted to £3.3m. However, the service was largely dependant on external funding, both Area Based Grant and specific youth justice grants, and only £863,000 of funding came from the Council's Core budget.

Notification of the grant to be awarded for 2011-12 was received exceptionally late at the end of February 2011. This reduced the specific Youth Justice funding from around £1.4m to £813k, thus significant savings are required in order to achieve a balanced budget.

The total Council funding following the 'grossing-up' of amounts previously funded by ABG is now £1,749,000. With the addition of the revised grant allocation and £87,000 of funding from the Children and Young Peoples this would give a total budget for the service of £2,649,000. The structure outlined within this report is within that budget.

However it should be noted that the grant funding is not ring-fenced and could be allocated to other Council priorities.

It is still unclear whether the service will receive an allocation of Supporting People money or funding from the PCT as in previous years.

Matthew Gaynor

8. Head of Legal Services' Comments

The Head of Legal Services has been consulted on the content of this report. No final decision regarding the restructuring of the Youth Offending Service can be taken before consideration is given to a completed equalities impact assessment and the outcome of consultation is taken into account. In such circumstances it would be appropriate for the Committee to delegate the final decision to the Chair of the General Purposes Committee in consultation with the Director of Urban Environment in the manner set out in Recommendation 4.3.

The Council's policies and procedures should be applied to the restructuring, including policies and procedures on redundancy and redeployment in respect of staff subject to displacement.

Legal advice should be sought on the implications of the proposed transfer of service from ISS particularly in relation to the TUPE transfer of staff carrying out that service.

Appendix A

Youth Offending Service: Consultation Process & Timetable

(Draft at this stage – dates may change as time elapses; other tasks may similarly be added)

Action	Date	Leads
Informal discussion with YOS staff re proposals	2/3/2011	Head of Service/strategic manager
General Purposes Sub-Committee	29/3/2011	YOS strategic manager
Consultation period – 1 month	1/4/2011	Staff/Unions
Issue formal consultation packs [including EqIA]	2/3/2011	YOS strategic manager ; HR Advisor
Deadline for receipt of staff/TU comments on consultation	1/4/2011	YOS staff/Unions
Management response to consultation	8/4/2011	YOS strategic manager ; HR Advisor
Delegated decision by chair of General Purposes Committee and Director of CYPS	13/4/2011	GP Chair and CYPS Director
Outcome of process including issuing of letters to staff confirming notice/redeployment	15/4/2011	HR Advisor

Haringey Council

**Equalities Impact Assessment (EqIA)
for Organisational Restructures**

Date: 24/01/2011
Department and service under review: Safer and Stronger Communities, Youth Offending Service
Lead Officer/s and contact details: Linda James, YOS Strategic Manager – Linda.jamesYOS@haringey.gov.uk/02084891146
Contact Officer/s (Responsible for actions): Linda James
Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports)

The Equalities Impact Assessment for service restructures should assess the likely impact of restructuring on protected equalities groups of employees by: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender), sexual orientation.

The assessment is to be completed by the business unit manager with advice from HR. It is to be undertaken by an assessment of the basic employment profile data and then answering a number of questions outlined below.

PART 1
TO BE COMPLETED DURING THE EARLY STAGES OF CONSULTATION WITH
STAFF/ UNIONS ON THE STRUCTURE

Step 1 – Aims and Objectives

1. Purpose – What is the main aim of the proposed/new or change to the existing service?
 - a. To provide YOS services within the annual budget, this has been reduced for 2011/12. 8 staff members have applied for voluntary redundancy which will assist in this re-structure, but further adjustments are still required
2. What are the main benefits and outcomes you hope to achieve?
 - To ensure as high a quality of service as possible is provided with the least reduction in staffing possible. The YOS will continue to monitor indicators in relation to the number of first time entrants into the criminal justice system, rates of re-offending and levels of custody. It will, therefore, require staff in the prevention team, but at reduced levels and reductions in the staffing levels of the intervention teams, with concentration on higher risk cases being supervised by qualified social workers and probation officers and lower risk by support workers.
3. How will you ensure that the benefits/ outcomes are achieved?
 - It is expected that the YOS will continue to report to the Youth Justice Board on the above indicators. The YOS will ensure that it recruits the correct staff for the ring fenced posts or from re-deployees where necessary. Supervision and induction of staff into new roles will take place in due course. Costs will be within budgetary constraints.

Step 2 – Current Workforce Information & Likely Impact of your proposals

1. Are you closing a unit? No

Race

Racial Group Analysis

Grade Group	Asian		Black		Mixed		Other		BME sub total	
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group
Sc1-5		0%	1	17%	3	50%		0%	4	67%
Sc6-SO2	2	13%	5	31%	1	6%		0%	8	50%
PO1-3		0%	9	47%	1	5%		0%	10	53%
PO4-7		0%	12	55%	3	14%	1	5%	16	73%
PO8+		0%		0%		0%		0%	0	0%
TOTAL	2	3%	27	42%	8	13%	1	2%	38	59%

White		White Other		Not declared		TOTAL
No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
1	17%	1	17%		0%	6
4	25%	4	25%		0%	16
8	42%	1	5%		0%	19
5	23%	1	5%		0%	22
1	100%		0%		0%	1
19	30%	7	11%	0	0%	64

2. Highlight any grade groups that are very under represented (10% or more difference) compared with the council profile and where relevant the borough profile.

- Staff with white ethnicity are under-represented against both the Council staff profile and Borough profile

3. Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only?

- Agreed voluntary redundancies result in 5 current staff members affected by the restructure, 4 of whom are BME; there could be 2 staff to be Tupted when a current contract ends, one of whom is BME. This will not affect the overall under-representation of the YOS. This indicates that a larger percentage of BME staff will be affected by redundancy albeit voluntary in comparison to non BME staff.

4. By how much does these staff change the % (percentage) of BME staff in the structure? Show start and end %.

- 59% to 57.5% should all BME staff be unsuccessful in obtaining positions in the new structure

5. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

- All options were considered when investigating the new structure due to budget constraints and all applications for voluntary redundancy have been submitted.

Gender

6. Provide a breakdown of the current organisation by Grade Group and Gender breakdown following the format below

Gender Analysis					
	Female		Male		TOTAL
Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
Sc1-5	6	100%		0%	6
Sc6-SO2	13	81%	3	19%	16
PO1-3	9	47%	10	53%	19
PO4-7	14	64%	8	36%	22
PO8+	1	100%		0%	1
TOTAL	43	67%	21	33%	64

7. Highlight any grade groups that are very under represented (10% or more difference) compared to the % of females/males in the council.
 - Males are under-represented in relation to the Borough profile (50.6%), but this is common amongst the caring professions. It is noted that males are under-represented in all grades except PO1 – PO3.
8. Do any ring fences disproportionately impact on female or male staff?
 7. No
9. By how much do these staff change the % (percentage) of female/male staff in the whole structure? Show start and end %.
 - N/A
10. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?
 - All options were considered when investigating the new structure due to budget constraints and all applications for voluntary redundancy have been submitted.

Age

Age Analysis								
	16-24		25-34		35-44		45-54	
Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group
Sc1-5		0%	4	67%	1	17%		0%
Sc6-SO2		0%	9	60%	5	33%	1	7%
PO1-3		0%	5	28%	7	39%	5	28%
PO4-7		0%	4	17%	8	33%	9	38%
PO8+		0%		0%		0%		0%
TOTAL	0	0%	22	34%	21	33%	15	23%
55-64		65+						
No. Staff	% of Grade Group	No. Staff	% of Grade Group					
	0%	1	17%					
	0%		0%					
1	6%		0%					
3	13%		0%					
1	100%		0%					
5	8%	1	2%					

12. Highlight any grade groups with a high level of staff from a particular age group compared to the compared to the council profile.

- Those aged 25-34 years represent 34% of YOS staff and 20.3% council staff

13. Do any ring fences disproportionately impact on staff from one age group only?

- No

14. Does the displacement of these staff result in no representation of staff from a particular age group within the structure as a whole?

- No

15. Disability

16. Identify the total number of disabled staff in the service following the format below:

Disabled %		
Grade Group	No. Disabled Staff	% of Grade Group
Sc1-5		0%
Sc6-SO2	2	13%
PO1-3	2	11%
PO4-7	3	14%
PO8+		0%
TOTAL	7	11%

17. Do any ring fences disproportionately impact on disabled staff?

- No

18. In addition to the above analysis of race, sex, age and disability you will need to consider the impact on groups with the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation. Please ask HR for help with the data on:

- Gender Reassignment - no details
- Religion/ Belief - no details
- Sexual Orientation – no details
- Maternity & Pregnancy - 3 members of staff are pregnant but are not in any at risk posts/

19. If you provide services to residents please also identify the potential impact/ issues relating to the change in service delivery as a result of your proposals.

A reduction in YOS services could adversely affect the Borough's residents in the following ways:

- Minimal service reduces multi-agency working on which the success of YOS has been built
- There has been an increase in serious youth violence over the years in Haringey and young black men continue to be over-represented in the youth justice system Haringey 47.4% of the offending population are African/Caribbean compared to 26.9% estimated population 09/10,
- There has been an increase in involvement of young people in gangs/post code tensions- again young black men are overrepresented in relation to street crimes. 70% of Robberies during 2010 were committed by male black youths.
- Performance in the forthcoming inspection and annual audits is likely to be reduced
- Inability to continue with specific BME and gender based group work due to insufficient staffing.
- Inability to respond to changing make-up of local population in relation to BME represent 89% of the Haringey YOS caseload (Jun 10). Particularly prevalent are young people from Somalia, Congo, the Caribbean, Romania, Turkey & Bulgaria.
- Unknown effect on work within the courts
- Inability to improve direction of travel on KPI's set by YJB.
- Inability to offer support to mothers of sons with absent fathers in an effort to set and maintain appropriate boundaries for their sons – 34% of African/Caribbean clients live in single parent households.

It will be necessary to prioritise work, taking into account statutory duties, to attempt to address these issues.

Date Part 1 completed – 14/02/2011

**PART 2
TO BE COMPLETED AT THE END OF CONSULTATION WITH STAFF/ UNIONS
ON THE STRUCTURE**

Step 3 – Consultation

Outline below the consultation process you undertook, what issues were raised (especially any relating to the eight equalities characteristics).

Step 4 – Address the Impact

1. Are you in a position to make changes to the proposals to reduce the impact on the protected groups e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc. - please specify?
2. What changes or benefits for staff have been proposed as a result of your consultation?
3. If you are not able to make changes – why not and what actions can you take?
4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?
5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?
6. How can you mitigate any negative impact for service users?

Date Steps 3 & 4 completed -

Step 5 – Implementation and Review

1. Following the selection processes and appointment to your new structure are there any adverse impacts on any of the protected groups (the eight equalities characteristics). Please identify these.
2. If there are adverse impacts how will you aim to address these in the future?
3. Identify actions and timescales for implementation and go live of your new service offer.
4. If you are not in a position to go ahead on elements of your action plan – why not and what actions are you going to take?
5. Identify the timescale and actions for review of the restructure to ensure it achieved the expected benefits/ outcomes.

Step 6 – Sign off and publication

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them.

COMPLETED BY (Contact Officer Responsible for undertaking this EqIA)

NAME:
DESIGNATION:
SIGNATURE:
DATE:

QUALITY CHECKED BY (Equalities,)

NAME:
DESIGNATION:
SIGNATURE:
DATE:

SIGNED OFF BY Director/ Assistant Director

NAME:
DESIGNATION:
SIGNATURE:
DATE:

SIGNED OFF BY Chair Directorate Equalities Forum

NAME:
DESIGNATION:
SIGNATURE:
DATE:

Note - Send an electronic copy of the EqIA to equalities@haringey.gov.uk; it will then be published on the council website