

Haringey Council

Agenda item:

General Purposes Committee

On 4th May 2011

Report Title: **Proposal for the restructure of the Council's Youth, Connexions and Participation services**

Report of: Director of Children and Young People's Service

Signed :

Peter Lewis

Contact Officer : Jan Doust, Deputy Director Prevention and Early Intervention

Wards(s) affected: **All**

Report for: **Non-Key decision**

1. Purpose of the report

1.1 To propose a restructure of the Council's Youth, Connexions and Participation services

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

2.1. The proposals in this report are designed to implement the council's budget strategy.

3. Recommendations

That Members:

3.1 Note that formal consultation on these proposals began on 11 February 2011 and was concluded on 20 April 2011.

3.2 Note the comments received from staff and trades unions and the management response to these (Appendix 5).

3.3 Note the Equalities Impact Assessments relating to this proposal (Appendices 2 and 3)

3.4 Agree the proposed staffing restructure as set out in the consultation document in Appendix 1, taking into account the outcome of the staff consultation and management response (Appendices 5 & 6), and paying due regard to the Council's public sector equalities duties.

4. Reason for recommendation(s)

- 4.1. The huge scale of spending cuts imposed on local government means that the council will have to make savings of £84m over three years on its £308million annual budget to spend on services. Because of government demands to make early spending cutbacks, £41m of this saving has to be found in 2011/12. As part of this, the Children and Young People's Service is restructuring in order to reduce spending by £14.1m whilst ensuring that it is fulfilling its statutory duties and protecting services to the borough's most vulnerable children.
- 4.2. The attached consultation document (Appendix 1) sets out the background to this specific change and lists the posts affected. The proposed service structure and list of posts, revised following the consultation with staff and unions, is included at Appendix 6.

5. Other options considered

- 5.1. Consideration was given to a pro rata reduction from the individual current structures of Youth and Connexions. However, in order to prioritise front line delivery, a new model has been proposed which reduces management and support functions to maximise resources for work with young people. The re-engineering of resources in this way will ensure the delivery of the statutory obligations (as a minimum) and eliminate duplication.

6. Summary

- 6.1. The proposal is to reorganise the council's Youth Service, Connexions Service, and Children, Young People, Parent & Community Participation Service (CYPPCPS) into a revised Youth, Participation & Community service that will:

- Deliver the statutory responsibilities of the Local Authority
- Prioritise provision for at risk and vulnerable groups
- Meet the needs of the community and the aspirations of young people
- Achieve a significant cost saving

- 6.2 The total budget for the youth, connexions and participation services in 2010/2011 was £5.112m. The service proposed through the restructuring will cost £1.314m. This is a saving of £3.798m

- 6.3 In determining a future structure and way of delivery, we must be mindful of our "non negotiable" responsibilities that are rooted in statute:

- To co-operate to improve the well being of children and young people (Children Act 2004)
- To safeguard and promote the welfare of children and young people (Children Act 2004)
- To ensure that careers services are provided for school and college students (Employment and Training Act 1973)
- To secure the provision of services which encourage, enable or assist effective participation of young people in education and training (Learning and Skills Act 2000)
- To secure young people's access to positive leisure time activities, taking account of young people's views and publicising up to date information about the activities and facilities available (Education and Inspections Act 2006)
- To develop and establish a Children in Care council so that every child and young person has the opportunity to air their views (Children and Young Person's Act 2008)

- 6.4 Directors of Children's Services were reminded in February 2011 that we are also expected to continue with the following responsibilities:

- Ensure that all 16 – 17 year olds are aware that they should be offered a place in post 16

education or training (the September Guarantee)

- Influence and shape education and training provision to make sure that it meets young people's needs
- Collect and record the offers made to young people to help target resources to help young people to find a suitable placement (the Client Caseload Information System)

6.5 The proposed Youth, Participation & Community service will prioritise:

- Frontline services - Delivering activities and one to one work with young people
- Quality Assurance - Making sure that the quality of services delivered to young people is the best that it can be
- Citizenship - Involving young people at all levels of making decisions and encouraging volunteering of young people in their community

6.6 Maximising frontline services - The priorities for frontline staff in the proposed Youth, Participation & Community Service are to target vulnerable groups of young people and, in partnership with the relevant statutory and community organisations, to focus on working with young people and families for whom we know that there are enhanced risk factors in place to offer:

- relevant positive activities
- opportunities for accreditation
- information, advice and guidance to inform and enhance life chances
- ongoing assessment and support through key worker/lead professional role

6.7 Community Development and Quality Assurance – it is proposed that this would include:

- Developing, agreeing and monitoring clear quality standards in conjunction with young people for services that are managed by the Council, commissioned or those that we signpost to in the voluntary and community sector. They will also engage with the third sector to ensure that there is an agreed and shared understanding of quality across the borough
- Work with the Third Sector to further develop capacity and ensure a shared understanding of quality across the Borough
- Addressing professional issues where relevant e.g. supervision
- Training and staff development programmes and monitoring for effectiveness
- Ensuring safeguarding protocols are in place (e.g. CRBs are current and kept up to date, mandatory training programmes are delivered)
- Ensuring tracking systems are in place and maintained to a high standard, providing schools and other agencies with data/information on learning and employment destinations of young people.

6.8 Citizenship/Involvement of young people - it is proposed that this would include:

- Establishing systems so that young people are routinely involved in informing strategic and operational decision making including shaping, planning, delivering and evaluating services.
- Working with the Youth Council and the Children in Care Council as well as supporting broader developments so that young people in the target groups identified can engage in decision making processes.
- Liaising with Haringey Council for Voluntary and Community Service (HAVCO) to make sure that there are skilled and trained workers in the voluntary sector
- Ensuring that systems and processes are in place to encourage and record young people's volunteering including offering (accredited) training if appropriate.

6.9 In addition, our intention is that we will lead on the development of a "youth offer" in Haringey which will be more than the delivery of the service we currently deliver and manage. Within this, we accept that much of the universal offer will be delivered through identifying and developing the capacity of the voluntary and community sectors and signposting young

people as appropriate. We are also proposing to broaden the scope and remit of web based and/or social network provision to inform and involve more young people and, in particular, ensure that all young people have access to information, advice and guidance.

6.10 Two posts – Participation Strategy Officer and Community Participation Officer - have been transferred into the new structure (along with their funding) from the former Children, Young People, Parent & Community Participation Service. These posts are responsible for the delivery of the Children in Care Council, the Youth Council and links with the Voluntary and Community sector. These posts will become part of the new Youth, Participation & Community service but are not themselves within the scope of this restructure. It is however planned to review these posts in future, including reviewing job descriptions and assessing the potential for further savings in this area. As a first step, these posts are taking on some additional management responsibilities in the proposed structure, and this will also be considered as part of the future review.

6.11 The Youth Offending Service became part of the Children & Young People's Service in April 2011. Over the course of 2011-12 we will develop a plan for greater alignment of this service with the proposed Youth, Participation & Community Service so that there is a fully integrated prevention & early intervention offer for young people at risk. This will also include consideration of the role of other services such as Secondary Education Welfare, Behaviour Support, and Alternative Provision.

6.12 As a result of comments received through the consultation process, the following changes have been made to the proposed structure (see Appendix 6 for the revised structure):

- The Youth Support Services Manager post has been removed from the proposed structure and instead there will be an additional Team Leader post at PO4. This is in response to comments that the proposed structure was too 'top-heavy' and that the team leaders would be required to manage and supervise too many staff.
- Three Senior Practitioner posts at PO2 have been created, one of which will have responsibility for completing S139a assessments for young people with learning difficulties and disabilities (this is a statutory duty). All staff ring fenced to the QA and Young People's Involvement posts will be eligible to apply for these roles.
- The Site Manager post has been retained.
- The remit of the Quality Assurance officers has been extended to include responsibility for building links with voluntary and community organisations that work with young people. The job title for these posts is now Community Development and Quality Assurance Officer.
- Some changes have been made to the line management arrangements – please see the structure chart at Appendix 5 of the report to the General Purposes Committee meeting of 4th May 2011.
- The Front Line Worker role is now termed Young People's Practitioner. There are now 8.5 FTE posts rather than 15. This is partially due to the creation of the Senior Practitioner posts, but also results from further consideration of the overall service budget, including premises, activity and other running costs.
- The 8.5 FTE Young People's Practitioners will include a minimum of 3 full-time staff with experience of delivering IAG and 3 full-time staff with experience of delivering positive activities for young people in either a targeted or universal setting. The remaining 2.5 FTE will consist of a mix of part-time and full-time staff with a range of relevant skills and experience.
- The new proposed structure contains a greater proportion of full-time to part-time posts. Taking the Team Leader and Front Line Worker roles, there were previously 9 full-time and 22 part-time positions (=17 FTE). There are now 12 full-time roles and 2.5 FTE roles which can be allocated to a mix of part-time and full-time staff (making 14.5 FTE).

7. Chief Financial Officer Comments

7.1. The Chief Financial Officer has been consulted in the preparation of this report and comments that the savings set out are consistent with those agreed by Cabinet and are essential in achieving the budget strategy agreed by the Council.

8. Head of Legal Services Comments

- 8.1 The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report.
- 8.2 Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duties before such a final decision, taking into account the outcome of the two attached equality impact assessments.
- 8.3 The process by which the restructuring exercise is to be achieved must comply with the Council's procedures regarding organisational change. Further the position of any members of staff at risk of displacement must be considered under the Council's procedures regarding redundancy and redeployment.

9. Equalities & Community Cohesion Comments

9.1 Service Delivery and Staffing Equalities Impact Assessments on the proposed restructure of the Youth, Connexions and Participation teams are attached at Appendices 2 and 3.

9.2 The Service Delivery EqIA shows that the shift to a focus on targeted services with a significant reduction in universal services, will likely have an impact for all secondary aged young people in Haringey, particularly in terms of reduced places to go such as area youth projects, and less access to support from youth workers and information, advice and guidance from Connexions workers.

- There is an identified risk that services are less able to identify need and effectively engage with targeted young people through universal provision and a lack of 'step-down' universal provision will mean young people leaving targeted work may be less supported.
- Young people aged between 15 and 18 will be most significantly impacted by the proposal. This is particularly true for universal access to Information, Advice and Guidance and may lead to an increase in the number of NEET young people related to a reduced capacity to track young people's destinations
- Although no overall overrepresentation of either gender was identified in the current service user group, the shifting of focus onto targeted services may mean that there is a larger reduction in services to females.
- The EqIA shows that young people of Black ethnicities will be most affected by a reduced universal service and supporting the development of third party providers will be essential to ensuring universal access to positive activities for this group. Young people of black ethnicities within targeted groups are not likely to be disproportionately impacted by the proposal.

9.3 The staffing EqIA shows that the ethnic and gender profile of the affected staff group is in line with the council profile. There is an overrepresentation of younger staff, and this is particularly marked in the displaced group of staff who are not eligible to apply for any of the posts in the new structure. 71.4% of staff with no suitable position in the new structure are under 35 compared to 43.8% of the affected staff group, and 21% of the council overall. There is also an overrepresentation of staff with disabilities in the affected group.

10. Consultation

- 10.1. Informal consultation has included team meetings at which the proposals were explained to staff.
- 10.2. Formal consultation with staff on these proposals began on 11 February 2011 and was concluded on 20 April 2011. Further meetings with staff and unions were held during this period.
- 10.3. Appendix 5 sets out the comments raised during the staffing consultation and the management response to these.
- 10.4. Consultation with young people on the future direction of services in the context of reduced resources was carried out with young people across Haringey via the Youth Space website, with representatives from the Save Haringey Youth Centres (SHYC) campaign; the Haringey Youth Council Cabinet, members of the Youth Opportunity Fund groups and through interviews held with young people in schools, colleges and the Pupil Support Centre. In addition, Haringey Full Council received a deputation from the Haringey Youth Council and from the SHYC campaign.

11. Use of appendices / Tables and photographs

- 11.1. Appendix 1: Consultation Document
- 11.2. Appendix 2: Service Delivery Equalities Impact Assessment
- 11.3. Appendix 3: Staffing Equalities Impact Assessment
- 11.4. Appendix 4: Equalities Impact Assessment Screening Tool
- 11.5. Appendix 5: Comments received during consultation, with management responses.
- 11.6. Appendix 6: Revised service structure and posts

12. Local Government (Access to Information) Act 1985

Not applicable

APPENDIX 1 - CONSULTATION DOCUMENT

Proposal for the restructure of the Council's Youth, Connexions and Participation services

Date: 11th February 2011

1. Introduction

The effect of the proposals outlined in this consultation is to reorganise the council's Youth Service, Connexions, and Children, Young People, Parent & Community Participation Service into a revised structure that will:

- Deliver the statutory responsibilities of the Local Authority
- Prioritise provision for at risk and vulnerable groups
- Meet the needs of the community and the aspirations of young people
- Achieve a significant cost saving

The name of the new service will be Youth, Participation & Community. The members of staff affected by these proposals are those currently concerned with the administration, maintenance and running of activities within Connexions, the Youth Service, and the Children, Young People, Parent & Community Participation Team.

The teams are based at:

Professional Development Centre
Bruce Grove administration building
Wood Green Area Youth Project
All secondary schools + PSC
Haringey 6th Form Centre
College of Haringey, Enfield and North East London

and operate from a number of sites including:

Wood Green Library (Connexions Drop In Centre)
Wood Green Youth Centre
Bruce Grove Youth Centre
Muswell Hill Centre
All secondary schools + PSC
Haringey 6th Form Centre
College of Haringey, Enfield and North East London

In addition the Detached team and the NEET team work peripatetically.

Two meetings have taken place with all Connexions and Youth Service staff (8 December 2010 and 2 February 2011) to keep staff updated and to inform them that all posts are at high risk of redundancy due to the financial pressures facing the Council.

A copy of these proposals will be provided to all affected members of staff and the relevant recognised trade unions via email by 11 February 2011. Formal written responses from all affected staff and the trade unions including any counter-proposals or concerns around the proposal from individuals or groups of affected staff should be sent to Jan Doust by 18 March 2011.

Staff affected by these proposals will have the opportunity to meet with Jan Doust, Jennifer James, or Belinda Evans during the consultation period. If they wish, they may be accompanied by their Trade Union representative.

Subject to the results of the consultation and the consideration of counter-proposals, it is intended to formally ratify the proposals by 29 March 2011 and following this to proceed immediately to full implementation of the proposals.

2. Background – The Need for Change

The unprecedented scale of spending cuts imposed on local government means that Haringey Council will be operating with a considerably reduced budget in coming years. As such the Council has identified the need to make significant efficiency savings in the period 2011 - 2013 to meet the challenge of reducing budgets.

Currently approximately 60% of the Council's annual budget funds staff. Therefore, whilst measures have been taken to reduce non-staffing spend as far as possible, the size and timing of the cuts means that wholesale job reductions are unavoidable. In this context a statutory notice was issued on 18 November 2010 to inform employees of a planned reduction in the workforce of more than 1,000 posts.

As part of this, the Children and Young People's Service is restructuring in order to reduce expenditure by £9.8m. In the revised C&YPS structure (as set out in the Chief Executive's 'Rethinking Haringey' paper), the 0-19 Out of School Service (which includes Youth and Connexions) and the Children, Young People, Parent & Community Participation Service will be combined to create the Youth, Participation & Community service. This restructuring includes a 75% reduction in funding for the Youth Service and Connexions, and a significant reduction in funding for participation staff.

These proposals are put forward in light of the fact that the Council is moving to prioritise resources to enable it to meet its statutory requirements and the needs of the borough's most vulnerable children and young people. The merger of the Connexions and Youth Service budget will result in a combined budget of £1,201,557. In addition to this approximately £100,000 is available in the budget for 2011/12 to fund participation staff.

The information in this pack contains more details of the proposed new structure and the process that will be followed. Please note that the staffing implications relating to service management are being addressed as part of the 'Rethinking Haringey' consultation which considers the overall council structure and all posts in the top three tiers of management.

3. Purpose of Consultation

The purpose of this consultation is:

- To listen to staff and trade union comments and suggestions;
- To consider alternatives that meet the identified objectives;
- To find possible ways of avoiding or reducing redundancies or of mitigating their consequences.

4. The Objectives of this Consultation

The objectives of this consultation are:

- To achieve savings of £3,298,443
- To create an integrated Youth, Participation & Community Service

5. Staffing implications from these proposals

As a result of the requirement to find savings, all posts within the Youth Service, Connexions, and Participation are proposed for deletion/change. The posts are as follows:

Service	Team	Job Title	Grade	Comment
0-19 Service		Head of Integrated Youth Support Service	SM1	Postholder to be assimilated into position in new structure
Connexions	Administration Systems	Administration Systems Co-ordinator	SO2	Postholder in ring fence for position in new structure
Connexions	Administration Systems	Administrator	SC6	Vacant post
Connexions	Administration Systems	Administration Assistant	SC6	Vacant post
Connexions	Data Team	Tracking Assistant	SC6	Post to remain in new structure
Connexions	Data Team	Tracking Assistant	SC6	Post to remain in new structure
Connexions	Data Team	Data Manager	PO6	No position in new structure for postholder
Connexions	Drop In Team	Information Assistant	SC6	Postholder in ring fence for position in new structure
Connexions	Drop In Team	Information Assistant	SC6	Postholder in ring fence for position in new structure
Connexions	Drop In Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Drop In Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Drop In Team	Team Leader	PO4	Postholder in ring fence for position in new structure
Connexions	Drop In Team	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Drop In Team	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Drop In Team	Information Assistant	SC6	Postholder has been accepted for Voluntary Redundancy
Connexions	Neet Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Neet Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Neet Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Neet Team	Team Leader	PO3	Postholder has been accepted for Voluntary

Service	Team	Job Title	Grade	Comment
				Redundancy
Connexions	Neet Team	Personal Advisor	OFFS CALE	Postholder has been accepted for Voluntary Redundancy
Connexions	Network North	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network North	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network North	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network North	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network North	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network North	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network North	Personal Advisor	SO2	Vacant post
Connexions	Network North	Team Leader	PO4	Postholder has been accepted for Voluntary Redundancy
Connexions	Network South	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network South	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Network South	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network South	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network South	Personal Advisor	OFFS CALE	Postholder in ring fence for position in new structure
Connexions	Network South	Team Leader	PO4	Postholder has been accepted for Voluntary Redundancy
Connexions	Network West	Personal Advisor	PO1	Postholder in ring fence for position in new structure
Connexions	Network West	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network West	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network West	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network West	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network West	Team Leader	PO4	Postholder in ring fence for position in new

Service	Team	Job Title	Grade	Comment
				structure
Connexions	Network West	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Network West	Personal Advisor	SO2	Vacant post
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Trainee Personal Advisor	PO1	Postholder has been accepted for Voluntary Redundancy
Connexions	Partnerships Team	Team Leader	PO3	Vacant post
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Targeted Service	Operations Manager	PO7	No position in new structure for postholder
Connexions	Universal Service	Information, Marketing & Events Co-ordinator	PO2	Postholder in ring fence for position in new structure
Connexions	Universal Service	Operations Manager	OFFS CALE	Postholder has been accepted for Voluntary Redundancy
Participation	C,YP&P Participation Team	Community Participation Officer	PO7	Post to remain in new structure
Participation	C,YP&P Participation Team	Participation Strategy Officer	PO6	Post to remain in new structure
Participation	C,YP&P Participation Team	PA to the Head of Service (0.5)	SO1	Postholder to be assimilated into position elsewhere in C&YPS
Participation	C,YP&P Participation Team	Lead Parenting Practitioner	PO4	No position in new structure for postholder
Participation	C,YP&P Participation Team	Parent Commissioner	PO7	Vacant post, to be deleted
Participation	C,YP&P Participation Team	Projects Officer	SO1	No position in new structure for postholder
Youth Service	Central Administration Section	Admin. Support Officer	SC5	Postholder in ring fence for position in new structure
Youth Service	Central Administration Section	Finance & Information Officer	SO2	Postholder in ring fence for position in new structure
Youth Service	Central Administration Section	Data Administrator	SC6	Postholder in ring fence for position in new structure

Service	Team	Job Title	Grade	Comment
Youth Service	Central Administration Section	ICT and Management Info Officer	SO2	Postholder to be assimilated into position in new structure
Youth Service	Central Administration Section	Finance & Administration Manager	PO2	Postholder part of Corporate Finance review
Youth Service	Detached & Mobile Projects Team	Part Time Detached Worker	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Detached & Mobile Projects Team	Part Time Detached Worker	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Detached & Mobile Projects Team	Detached Team Leader	YCSW R	Postholder has been accepted for Voluntary Redundancy
Youth Service	Detached & Mobile Projects Team	Detached & Mobile Projects Team Leader	PROF ESS	Postholder in ring fence for position in new structure
Youth Service	Detached & Mobile Projects Team	Full Time Detached Worker	YCSW R	Vacant post
Youth Service	Detached & Mobile Projects Team	Part Time Detached Worker	YCSW R	Vacant post
Youth Service	Participation & Inclusion Section	Team Leader	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Participation & Inclusion Section	Youth Support Worker in Training	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Participation & Inclusion Section	Participation Worker (Part-time)	PO1	Postholder in ring fence for position in new structure
Youth Service	Participation & Inclusion Section	Professional Youth Worker	PROF ESS	Postholder in ring fence for position in new structure
Youth Service	Participation & Inclusion Section	Participation & Inclusion Manager	PO5	Postholder in ring fence for position in new structure
Youth Service	Participation & Inclusion Section	Participation Worker	PO1	Vacant post
Youth Service	Partnership & Projects Section	Senior Youth Support Worker	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Partnership & Projects Section	Positive Futures Sports Coach and YSW	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Partnership & Projects Section	Positive Futures Sports Coach and YSW	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Partnership & Projects Section	Deputy Head of Youth Service	PO7	No position in new structure for postholder
Youth Service	Partnership & Projects Section	Positive Futures Development Worker	PROF ESS	Postholder has been accepted for Voluntary Redundancy
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Postholder in ring fence for position in new structure

Service	Team	Job Title	Grade	Comment
				structure
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Partnership & Projects Section	Senior Detached Worker	YCSW R	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	YCSW R	Vacant post
Youth Service	Training, Curriculum&Quality Section	Professional Youth Worker	PROF ESS	Postholder in ring fence for position in new structure
Youth Service	Training, Curriculum&Quality Section	Senior Performing Arts Officer	YCSW R	Vacant post
Youth Service	Training, Curriculum&Quality Section	Performing Arts Worker in Training	YCSW R	Vacant post
Youth Service	Training, Curriculum&Quality Section	Performing Arts Worker	YCSW R	Vacant post
Youth Service	Training, Curriculum&Quality Section	Youth Worker Special Responsibilities	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Training, Curriculum&Quality Section	Duke of Edinburgh Co-ordinator	PROF ESS	Postholder in ring fence for position in new structure
Youth Service	Training, Curriculum&Quality Section	Award Supp Officer	YCSW R	Vacant post
Youth Service	Training, Curriculum&Quality Section	Youth Support Worker in Training	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Training, Curriculum&Quality Section	Senior Youth Support Worker	YCSW R	Postholder in ring fence for position in new structure
Youth Service	Training, Curriculum&Quality Section	Professional Youth Worker	PROF ESS	Postholder has applied for Voluntary Redundancy
Youth Service	Training, Curriculum&Quality Section	Supp Worker in Training	YCSW R	Vacant post
Youth Service	Training, Curriculum&Quality Section	Senior Youth Supp Worker	YCSW R	Vacant post
Youth Service	Training,	Accreditations Officer	SC3	No position in new

Service	Team	Job Title	Grade	Comment
			CALE	
Youth Service	Youth Centres Section	Assistant Youth Worker	OFFS CALE	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	OFFS CALE	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	OFFS CALE	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	OFFS CALE	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	OFFS CALE	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	OFFS CALE	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	OFFS CALE	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	OFFS CALE	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	OFFS CALE	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	OFFS CALE	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	OFFS CALE	Vacant post
Youth Service	Youth Inclusion Team	Targeted Youth Inclusion Manager	PO3	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	YIP Youth Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Key Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Administrative Officer	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Key Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Key Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Challenge & Support	SO2	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Challenge & Support	SO2	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Youth Inclusion Core Worker	SO2	Postholder in ring fence for position in new structure

Please note that as the Counselling Service and Exposure Magazine were subject to 2010/11 in-year savings, the staff in these teams are already subject to the redundancy process.

6. Future Structure of Service

Please see Appendix A for a structure chart of the proposed new service.

Recognising that there has been a dramatic reduction in funding for the provision of youth support services, we need to be mindful that we more clearly target and focus our resources.

As part of the Early Intervention and Prevention business unit, we will need to demonstrate and evidence that the work of the Youth, Participation and Community Service is aimed at young people who are at significant risk of disengaging – this may be due to a number of factors and the new Service will need to ensure that resources are configured in a way to achieve this aim.

A potential model of delivery could be locality based; working with colleagues in schools providing after school facilities and Children’s Centres.

7. Selection Process/Ring Fence Arrangements

To minimise uncertainty, if a post in the proposed structure has substantially similar duties and responsibilities to a post in the existing structure then that post is offered to the current post holder subject to there being no other person with an equal degree of 'match'. This is referred to as assimilation.

To ensure fairness, competitive interviews will be held for posts which can be matched to more than one person under ring fencing. The ring fence arrangements will determine which post holders can apply for which posts in the new structure and will be the subject of local consultation. Ring fences will be declared to be open or closed dependent upon any change in skills, knowledge or experience required for the restructured posts. In an open ring fence posts will only be filled where it is judged that applicants adequately satisfy the candidate specification. Consequently, although the number of applicants may exceed the number of posts not all posts will necessarily be filled. In a closed ring fence all posts will be filled where the number of applicants equals or exceeds the number of posts within the ring fence. Any unfilled posts will then be offered for re-deployment opportunities.

Below is a list of the new posts together with ring fence arrangements. Please note that all posts have yet to be formally evaluated but indicative grades are provided.

New Post	Grade	Selection Method	Current Posts in ring fence (grade in brackets)
Head of Youth, Participation and Community	SM2	Recruitment to this post is covered by the corporate 'Rethinking Haringey' consultation	
Youth Support Services Manager	SM1	Assimilation	Head of Integrated Youth Support Service (SM1)
Team Leaders (x2)	PO4	Closed ring fence	Connexions Team Leaders (PO4) x 2 Participation and Inclusion Manager (PO5) x 1 Targeted Youth Inclusion Manager (PO3) x 1
Young People's Involvement Officer (x1)	PO2	Open ring fence	Connexions Personal Advisers (SO2) x 26 Connexions Personal Adviser (PO1) x 1 Connexions Personal Adviser (PO1) x 1 Information, Marketing & Events Co-ordinator (PO2) x 1
Front line workers (x15 FTE) – N.B. these posts are to be made up of: 18 posts @ 12 hours/week	PO1		<i>All Youth Service personnel with front line responsibilities:</i> Part Time Detached Worker (YCSWR) x 2 Detached Team Leader (YCSWR) x 1 Detached & Mobile Projects Team Leader (PROFESS) x 1 Team Leader (YCSWR) x 1 Youth Support Worker in Training (YCSWR) x

New Post	Grade	Selection Method	Current Posts in ring fence (grade in brackets)
4 posts @ 18 hours/week 7 posts @ 36 hours/week			3 Participation Worker (Part-time) (PO1) x 1 Professional Youth Worker (PROFESS) x 3 Senior Youth Support Worker (YCSWR) x 4 Positive Futures Sports Coach and YSW (YCSWR) x 2 Trainee Youth Worker (YCSWR) x 6 Youth Worker Special Responsibilities (YCSWR) x 1 Duke of Edinburgh Co-ordinator (PROFESS) x 1 Healthy Eating Officer (YCSWR) x 1 Youth Support Worker (YCSWR) x 3 South Area Development Officer (YCSWR) x 1 Area Coordinator (West) (PO2) x 1 YIP Youth Worker (SC6) x 1 Key Worker (SC6) x 3 Challenge & Support (SO2) x 2 Youth Inclusion Core Worker (SO2) x 1
Quality Assurance Officers (x2)	PO2		
Admin and data lead	PO1	Closed ring fence	Administration Systems Co-ordinator, Connexions (SO2) Finance & Administration Manager, Youth Service (PO2) Finance & Information Officer, Youth Service (SO2)
Website Developer	SO1	Assimilation	ICT and Management Info Officer (SO2)
Administrator	Sc6	Closed ring fence	Information Assistant, Connexions (SC6) x 2 Admin. Support Officer, Youth Service (SC5) x 1 Data Administrator, Youth Service (SC6) x 1 Administrative Officer, Youth Inclusion Team (SC6) x 1

The following posts will remain unchanged in the new structure:

- Community Participation Officer
- Participation Strategy Officer
- Tracking Assistants x 2

8. Proposed Implementation Timetable

During the consultation and implementation we will take steps to ensure that members of staff are dealt with fairly and consistently, and to minimise uncertainty for all concerned.

The proposed timetable is outlined below:

Dates	Action
11 February 2011	Consultation pack issued to affected staff and Trades Unions.
11 February 2011 – 18 March 2011	Individual meetings with staff Consultation meeting with TUs Consultation meeting with staff + TUs
18 March 2011	End of consultation period.

	Final submission for written responses from staff/TUs
22 March 2011	Management response to comments/counter proposals. Deadline for completion of EIA
29 March 2011	Formal ratification of proposals. Staff advised. Commencement of implementation of the proposals.
30 March – 19 April 2011	Selection process [Ring Fence interviews to be held].
30 March onwards	Displaced employees referred to corporate redeployment pool
30 March onwards	Commencement of formal redeployment period and issue of notices of redundancy.

9. Redundancy Notices

Under these proposals the earliest date of issue of redundancy notices would be 30 March 2011. Every effort will be made to minimise dismissals on the grounds of redundancy through the measures detailed in the following paragraphs.

10. Voluntary Redundancy

To facilitate staff reductions the Chief Executive wrote to all Council employees asking them to put themselves forward if they are interested in volunteering to take redundancy/early retirement. The Council-wide deadline calling for applications for voluntary redundancy has now closed. However, staff may discuss options with their manager, who will consider each request on a case by case basis.

11. Opportunities with CYPS

It is proposed that, during the consultation, affected staff will be considered for suitable alternative opportunities within CYPS, including vacant posts/posts being covered by agency workers.

12. Formal Redeployment

Following a change to the redeployment policy agreed by General Purposes Sub Committee on 28 October 2010, the formal period for redeployment now runs concurrently with an employee's notice period. Whilst the Council is committed to the principle of trying to redeploy staff facing redundancy into suitable alternative posts in the current financial situation opportunities are likely to be limited. HR will circulate any vacancies and staff are also encouraged to identify to HR any posts they feel may offer suitable alternative employment, this may include temporary posts and assignments as well as permanent posts.

13. Provision for Trial Periods

If employees are redeployed into an alternative position, they may feel uncertain about whether the post will be suitable for them and vice versa. The Council operates an 8 week trial period, commencing from the date of appointment to the new post and incorporating the statutory trial period of four weeks. The 8 week period may be extended by agreement by all parties.

The trial period will allow time for the redeployee to assess the suitability of the new post and for their suitability to be assessed by their new manager. During this time, should the employee or the Council decide on reasonable grounds that the post is not suitable, redundancy provisions as outlined below will apply. During the trial period, support and training as appropriate will be made available to the redeployee.

14. Redundancy

If an employee's post is deleted under the proposals and s/he is not appointed to another post or redeployed elsewhere, s/he will be dismissed, with notice, on the grounds of redundancy. Redundancy pay will be based on the terms outlined in the Council's Redundancy and Compensation Payments, details of which are available on Harinet together with a redundancy calculator.

15. Support

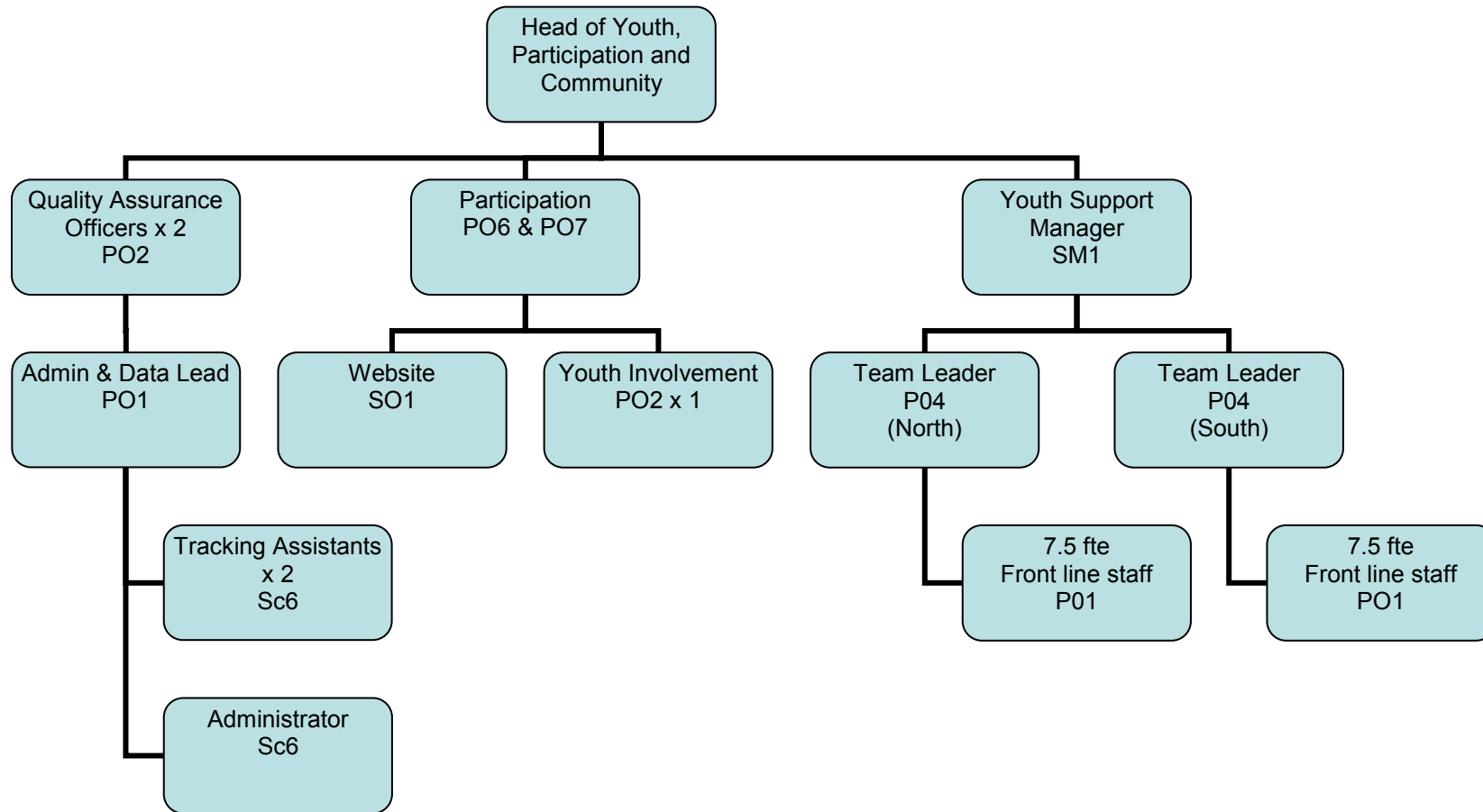
The Council is running a series of workshops to support staff during this change period including careers advice and assistance with applying for jobs. Details of these can be found on Harinet, 'Support', as well as Frequently Asked Questions and other useful information/links.

Manager: Jan Doust

Role: Deputy Director, Children's Networks

Date: 11 February 2011

Appendix A: Youth, Participation & Community - service structure



APPENDIX 2

HARINGEY COUNCIL EQUALITY IMPACT ASSESSMENT FORM



Service: Youth, Connexions and Participation

Directorate: CYPS

Title of Proposal: Proposal for the restructure of the Council's Youth, Connexions and Participation Services

Lead Officer (author of the proposal): Jan Doust

Names of other Officers involved: Jen Johnson, Arleen Brown, Jennifer James, Belinda Evans, Louise Jones

Step 1 - Identify the aims of the policy, service or function

State what effects the proposal is intended to achieve and who will benefit from it.

This EqIA relates to the proposal to reorganise the council's Youth Service, Connexions Service, and Children, Young People, Parent & Community Participation Service (CYPPCPS) into a revised structure that will:

- Deliver the statutory responsibilities of the Local Authority
- Prioritise provision for at risk and vulnerable groups
- Meet the needs of the community and the aspirations of young people

The name of the proposed new service is Youth, Participation & Community. The proposal, which is being put forward as a part of a £14.1m package of savings to the C&YPS budget, involves a 75% saving to the Youth Service and Connexions budgets, and a significant reduction in funding for participation staff. In order to achieve this level of saving, a reduced service based around 3 key service areas is proposed:

- A. Service Delivery
- B. Quality Assurance
- C. Citizenship/Involvement of young people

Current Provision

Youth Service

The legislation that supports youth work is described in the *Statutory Guidance on Section 507B Education Act 1996* published in March 2008. This sets out the requirement for local authorities to secure access to positive activities for young people aged 13 – 19. Volunteering of young people is defined under the Statutory Guidance scope of positive activities. Within the Statutory Guidance, local authorities are also encouraged to involve young people, especially those from disadvantaged backgrounds, in the design, delivery and evaluation of programmes with the aspiration of young

people actively shaping decisions on 25% of the budget allocated for positive activities by 2018. In addition, the legislation stresses that local authorities need to identify and address the specific barriers to participation faced by disadvantaged groups. Consequently all Youth Service activity is focussed on encouraging individuals and groups of young people who do not routinely access mainstream services.

In order to fulfil the local authority's statutory duties under the Education Act Section 507B the Youth Service and partners offer a range of universal services open to all young people including volunteering and participation opportunities as well as targeted work with particular groups of young people. Much of the targeted work is aimed at young people at risk of offending or engaging in anti-social behaviour. In 2009/10, the Youth Service made contact with 5267 young people of which 4406 became regular participants, most are aged between 13 and 19.

	Contacts		Participant	
Youth Service 2009/10		5267		4406
Universal				1528
Bruce Grove Area Youth Project		451		432
Wood Green Area Youth Project		499		345
Muswell Hill Area Youth Project		342		238
Cre8		260		198
Duke of Edinburgh Award		473		197
Borough Development		210		118
Participation		1941		1820
Voluntary		238		237
Targeted				1944
Counselling Service (HYPCS)		138		102
Detach & Outreach		529		450
Youth Response Team		238		193
Exposure		219		164
Positive Futures		338		327
Targeted Youth Inclusion Programme (TYIP)		743		656
Challenge & Support		53		52
Website		75		0

Universal

- Area Youth Projects and Borough Development - Youth workers based at youth centres across the borough work with young people to enable and empower them to fulfil their potential as capable, confident young adults. This is done through structured programmes of sporting, artistic and recreational activities. The Youth Centres also provide access to facilities including ICT and the internet, arts and crafts and sporting facilities and equipment.
- CRE8 is Haringey Youth Services Media and Performing Arts Service. The service offers dance programmes including Bollywood Dance; Salsa and Street Dance; a young people led Drama Company; Film Production activities and Music Technology projects where studio time is available for young people to make their own music tracks.
- Duke of Edinburgh Award Programme - The Award is a challenging programme of activities which helps young people learn new skills, help others and experience adventure. There are three levels of award which require young people to complete activities in Service; Expedition;

Skills and Physical Recreation. Unit leaders deliver Duke of Edinburgh Award programmes across the borough.

Targeted

- Haringey Young People Counselling Service - HYPCS are a team of qualified counsellors who offered one to one counselling at schools and other locations and therapeutic group work. Funding for the HYPCS was put forward as an in year saving for 2010/11, however the overall impact is relevant to the Youth, Connexions and Participation proposal and will therefore be included in this EqIA.
- Detached Team - The detached team targets locations identified by agencies where congregations of young people may be causing Anti-Social Behaviour. The team engages with the young people in their own locality, delivers activities and supports the young peoples' progression. The team also delivers drugs awareness, sexual health and other workshops depending on identified need.
- The Youth Response Team are young people between the ages of 18-23 who live locally. They have been trained to VRQ level 2 in youth work and are line managed by the detached team, they deliver activities out on the streets and local estates and also work from 9.00-12.00 midnight two evenings a week.
- Exposure Magazine - is a youth magazine which offers young people the opportunity to explore creative writing and have it published. The magazine offers placements and volunteering experience to local young people both in journalism as well as web design, filming and editing. The funding provided by the Council for Exposure magazine was put forward as part of the 2010/11 in year savings, however the overall impact is relevant to the Youth, Connexions and Participation proposal and will be included in this EqIA.
- Positive Futures- engages young people through sports and arts, works in partnership with the Tottenham Hotspur Foundation and schools and ensures young people have volunteering opportunities with planned exit routes.
- TYIP (Targeted Youth Inclusion Programme) – Activities take place at the Triangle Youth Centre two evenings a week. The TYIP works with young people at risk of engaging in crime. The TYIP 'Core 50' primarily works with the 50 most at risk young people between the ages of 13-19 years old. The main aim is to prevent the young people from being involved in criminal activities and reduce first time entrants to the criminal justice system.
- Challenge and Support works in partnership with the Anti Social Behaviour Action Team (ASBAT) and offers key work support to young people who are engaging in low level Anti Social Behaviour. Home visits identify the reasons behind the Anti Social Behaviour; alternative positive activities and the consequences of a failure to improve behaviour.

Connexions

A local authority must, under *section 68(1) of the Education and Skills Act (2008)* make available services as it considers appropriate to enable, encourage and assist young people's participation in education and training. This covers all 13-19 year olds and those aged up to 25 years old with a learning difficulty and/or disability. Under section 139a of the Learning and Skills Act 2000, local authorities must also arrange for s139A assessments to be carried out during a person's last year of compulsory schooling where he or she has a statement of special educational needs (SEN) and is expected to leave school and go on to further or higher education. S139A assessments are part of the transition planning processes that support young disabled people as they move on in post-16 education and training. In addition, local authorities must have in place robust systems and arrangements for tracking outcomes and current activity of young people, enabling the identification of young people Not In Employment Education or Training. Local authorities will retain these duties in advance of national changes to the provision of careers services.

The Connexions services provides universal information advice and guidance for young people so that they are empowered to make positive choices about learning; raise their aspirations; and are equipped to make safe and informed life choices. In 2009/10, the Connexions Service worked with 5695 young people aged 13 to 19 years or up to 25 years for young people with a learning difficulty or disability. Personal Advisors provide information and advice across many areas including benefits and money; careers, training and employment; relationships; housing; drug information; and sexual health. Personal

Advisors are based in all Haringey secondary schools, special schools and pupil support services, as well as in colleges, sixth form centres and the Wood Green drop-in centre.

Connexions is a universal service but targeted work is also undertaken with young people at a higher level of need, particularly young people Not in Employment, Education or Training (NEET) and young people with learning difficulties and/or disabilities. The Partnership team were previously based in other agencies including the Youth Offending Service, Looked After Children, Adolescent Outreach, Housing, Leaving Care and Teenage parents. As part of a restructure in 2010/11, the number of PA's based in other agencies was reduced; however the targeted work with these groups of young people continues to be undertaken by the Connexions Service.

Young People aged 16-19 working with Connexions Targeted PAs in September 2010	
E2E	50
NEET	90
Work-based learning/ modern apprenticeship etc	16
School/college	214
Other	15
Connexions Targeted PAs Total	385

**The information above represents a snapshot of the targeted Connexions PA caseloads. Note that these caseloads change frequently as young people move into and out of education, employment and training. Note also that contact with a young person is only recorded as an intervention where a substantial or meaningful exchange has been made.

Connexions staff also work in partnership with the Teens and Toddlers programme which works with young people who have been identified as being at high risk of teenage conception. The programme matches teenagers with toddlers from a nursery to provide them with realistic experience of what it would be like if they had a child to look after for the whole day.

The Children, Young People, Parent & Community Participation Service (CYPPCPS)

The remit of the Children, Young People, Parent & Community Participation Team incorporates the strategic lead on the participation of children and young people across the council; the linking in and representation of voluntary and community groups; and the work of the Lead Parenting Practitioner. The main aim of the team is to put the wellbeing of children, young people and families at the heart of service planning and decision making, so that they are able to shape delivery towards achieving better services and cohesive communities.

Responsibilities include the development of the Haringey Youth Council so that children have an effective voice; establishing the Children in Care Council; supporting parents so that their children are better able to achieve; improving voluntary sector provision so that children and young people are given more opportunities to achieve; and developing systems and practice so that Haringey's black and ethnic minority communities are better able to contribute to the planning of services. The team also leads for C&YPS on the corporate community cohesion agenda.

Haringey Youth Council (HYC) was previously supported by a dedicated Youth Council Development Officer. This post is currently vacant however the team continues to provide support to HYC. Membership is open to young people aged 11 to 19 years and around 190 young people are currently registered with the HYC. The aims of the HYC are to:

- To represent the views of all children and young people in Haringey.
- To work to promote the quality of life and opportunities for children and young people in Haringey.
- To work for improved understanding and unity between different groups of young people.

The Young People in Care Council is a group of young people in Care and in Leaving Care of secondary school age and above. The group meets once a month and enables young people in care to have a voice and a say in the matters that affect them, making things better through meaningful participation and being representative of all young people in care in Haringey. The group has approximately 8 – 12 young people in each session.

There are some further aspects of the work of the CYPPCPS which are not covered by this review. These are as follows:

Young Carers workers – This service is currently line managed through the CYPPCPS – in the new C&YPS structure, it will be line managed through the Attendance and Welfare service. No change is proposed to service delivery, and there is no impact envisaged for service users.

Parent Commissioner & Parenting Practitioner – these roles are being considered as part of the Think Family Review and an EqIA will be carried out on any proposed changes.

Supplementary Schools – the funding for Supplementary Schools is being reviewed separately to this proposal and any changes to funding levels will be assessed by an EqIA.

Parent Support Advisors – These posts have been considered as part of the Extended Services staff consultation and EqIA.

Proposed Youth, Participation & Community service

In light of the unprecedented scale of spending cuts imposed on local government, the Children and Young People's Service is moving to prioritise resources to enable it to meet its statutory requirements and the needs of the borough's most vulnerable young people. In line with this and given the significant savings proposed to this area, the proposed Youth, Participation & Community service will primarily focus on targeted support for young people at a higher level of need with a reduced universal service offer.

Targeting services will be driven by a focus on the most vulnerable young people that accurately reflect the diversity of Haringey's population, the groups that we have identified as most at risk and the priorities expressed by young people themselves through consultation. The work undertaken by youth services is an integral part of the preventative and early intervention action taken to reduce the numbers of young people entering statutory services and preventing poor outcomes and this will be a key focus of future provision. The new service will also work to increase partnerships with the third sector in specific locations.

The proposed Youth, Participation & Community service is based on the principles of:

- Frontline services - Delivering activities and one to one work with young people
- Quality Assurance - Making sure that the quality of services delivered to young people is the best that it can be
- Citizenship - Involving young people at all levels of making decisions and encouraging volunteering of young people in their community

Frontline services - The priorities for frontline staff in the proposed Youth, Participation & Community Service are to target vulnerable groups of young people and, in partnership with the relevant statutory and community organisations to focus on working with young people and families for whom we know that there are enhanced risk factors in place to offer:

- relevant positive activities
- opportunities for accreditation
- information, advice and guidance to inform and enhance life chances
- ongoing assessment and support through key worker/lead professional role

Haringey Children's Trust Early Intervention and Preventative Strategy (2010) identifies a number of risk indicators and protective factors and these will provide the guiding principles for the new service.

- Looked after young people

- Young people who are subject to a Child Protection plan
- Young people who are gradually engaging in drugs and/or alcohol or whose parents are regularly engaged in drugs and/or alcohol
- Young people living in households where there is domestic violence
- Young people who are living in temporary/unsuitable accommodation
- Young people who are attending the Pupil Support Centre
- Young people whose parents were teenage parents
- Young people who are drifting into engagement with the Criminal Justice System
- Young people whose siblings are engaged in gang activity (and their siblings)
- Young people with disabilities

In addition, the proposal for the Youth, Participation & Community Service broadens the scope and remit of web based and/or social network provision to inform and involve more young people and, in particular, ensure that all young people have access to information, advice and guidance.

Community Development and Quality Assurance – The quality assurance remit of the proposed Youth, Participation & Community Service would include:

- Developing, agreeing and monitoring clear quality standards in conjunction with young people for services that are managed by the Council, commissioned or those that we signpost to in the voluntary and community sector. They will also engage with the third sector to ensure that there is an agreed and shared understanding of quality across the borough
- Work with the Third Sector to further develop capacity and ensure a shared understanding of quality across the Borough
- Addressing professional issues where relevant e.g. supervision
- Training and staff development programmes and monitoring for effectiveness
- Ensuring safeguarding protocols are in place (e.g. CRBs are current and kept up to date, mandatory training programmes are delivered)
- Ensuring tracking systems are in place and maintained to a high standard, providing schools and other agencies with data/information on learning and employment destinations of young people.

Citizenship/Involvement of young people - Ensuring that young people are involved and engaged in planning, monitoring and evaluating delivery and direction forms the foundation of the proposed Youth, Participation & Community Service. It is proposed that this would include:

- Establishing systems so that young people are routinely involved in informing strategic and operational decision making including shaping, planning, delivering and evaluating services.
- The remit of this team would include work with the Youth Council and the Children in Care Council as well as broader developments so that young people in the target groups identified can engage in decision making processes.
- Liaising with Haringey Council for Voluntary and Community Service (HAVCO) to make sure that there are skilled and trained workers in the voluntary sector
- Ensuring that systems and processes are in place to encourage and record young people's volunteering including offering (accredited) training if appropriate.

Step 2 - Consideration of available data, research and information

You should gather all relevant quantitative and qualitative data that will help you assess whether at present, there are differential outcomes for the different equalities target groups – diverse ethnic groups, women, men, older people, young people, disabled people, gay men, lesbians and transgender people and faith groups. Identify where there are gaps in data and say how you plug these gaps.

In order to establish whether a group is experiencing disproportionate effects, you should relate the data for each group to its population size. The 2001 Haringey Census data has an equalities profile of the borough and will help you to make comparisons against population sizes.

http://harinet.haringey.gov.uk/index/news_and_events/fact_file/statistics/census_statistics.htm

2 a) Using data from equalities monitoring, recent surveys, research, consultation etc. are there group(s) in the community who:

- **are significantly under/over represented in the use of the service, when compared to their population size?**
- **have raised concerns about access to services or quality of services?**
- **appear to be receiving differential outcomes in comparison to other groups?**

The data used below is routinely collected by the Youth, Connexions and Children, Young People, Parent & Community Participation Teams. For comparison, Haringey School population data is taken from the October 2010 Pupil Level Annual Census as this provides the most up to date profile of young people in Haringey.

Between January 2010 and January 2011, the Youth Service worked with 5271 young people. 25% of these service users lived out of borough, the highest proportion of service users resident in Haringey were in the South of the borough (37.1%), followed by the North (22.9% and the West (15.0%). In 2009-10, the Connexions Service worked with a total of 5695 young people who either lived or attended school in Haringey. The Haringey Youth Council currently has 189 registered young people; members must also either live or attend school in the borough.

Youth Service - January 2010 - 2011	5271
Connexions Service - 2009-10	5695
Haringey Youth Council - March 2011	189
TOTAL	11155

Equalities information

Age

The services affected by this proposal are all aimed at young people of secondary school age and for service users with a disability, up to the age of 25. For the Youth Service, the majority of Service Users are between 14 and 17, between 15 and 18 for Connexions and 14 and 18 for the Haringey Youth Council. Taken together, the impact of a reduced service is likely to most significantly affect young people aged between 15 and 18 years.

Age	Youth		Connexions		Haringey Youth Council		Total	
	No. Service Users	%	No. Service Users	%	No. Service Users	%	No. Service Users	%
10	0	0.0%	0	0.0%	1	0.5%	1	0.0%
11	69	1.3%	0	0.0%	4	2.1%	73	0.7%
12	199	3.8%	3	0.1%	11	5.8%	213	1.9%

Age	Youth		Connexions		Haringey Youth Council		Total	
	No. Service Users	%	No. Service Users	%	No. Service Users	%	No. Service Users	%
13	440	8.3%	318	5.6%	11	5.8%	769	6.9%
14	753	14.3%	282	5.0%	21	11.1%	1056	9.5%
15	1040	19.7%	1149	20.2%	25	13.2%	2214	19.8%
16	998	18.9%	1395	24.5%	29	15.3%	2422	21.7%
17	797	15.1%	1032	18.1%	41	21.7%	1870	16.8%
18	411	7.8%	922	16.2%	21	11.1%	1354	12.1%
19	293	5.6%	546	9.6%	14	7.4%	853	7.6%
20	148	2.8%	20	0.4%	7	3.7%	175	1.6%
21	83	1.6%	12	0.2%	4	2.1%	99	0.9%
22	27	0.5%	11	0.2%	0	0.0%	38	0.3%
23	12	0.2%	4	0.1%	0	0.0%	16	0.1%
24	1	0.0%	1	0.0%	0	0.0%	2	0.0%
Total	5271		5695		189		11155	

Gender

When compared with the wider Haringey School profile the overall gender profile of service users is in line indicating no disproportionate impact on either gender. When analysed by service, there is a larger proportion of Male service users in the Youth Service, and a similarly larger proportion of females in the Youth Council.

Gender	Youth		Connexions		Haringey Youth Council		Total		Haringey School Population
	No. Service Users	% Service Users	No. Service Users	% Service Users	No. Service Users	% Service Users	No. Service Users	% Service Users	
F	2350	44.6%	2923	51.3%	105	55.6%	5378	48.2%	48.8%
M	2921	55.4%	2772	48.7%	84	44.4%	5777	51.8%	51.2%
Total	5271		5695	100.0%	189		11155		

Although no overall overrepresentation of either gender was identified above, the shifting of focus onto targeted services may mean that there is a larger reduction in services for one gender over the other. It is not possible to identify the extent to which this would be true for the new service proposals. However considering the profile of groups which have been identified as priorities for the proposed targeted service, indicates there is likely to be a shift towards working with males and a reduction in services to females. This is exemplified in Children in Care where 58% of service users are male and young people working with the Youth Offending Service where 71% are male.

Disability

Analysis by service shows 3.3% of Youth Service users are declared as disabled, this is an under representation when compared with the wider borough profile of 7.6%. Although this indicates that a reduction in service would not disproportionately impact on this user group, it may also highlight a gap in provision. This is picked up in the action plan around the monitoring of our community needs and developing a targeted service that is able to respond to these needs.

10.1% of Connexions service users are recorded as having a Learning Difficulty and/or Disability (LDD). This is higher than the borough profile, however in part this is due to the broader definition encompassing learning difficulties. The Connexions service undertakes targeted work with young people with LDD, particularly with young people aged 13-19 in light of duties around transition reviews and s139A assessments. This service is available for all young people with LDD indicating that the

proportion is representative for this age group. The service only undertakes work with young people aged 19-25 where they have a learning difficulty or disability, these represent a much smaller proportion of service users, however there will likely be a significant impact for this group.

Information on disability is not available for the Haringey Youth Council service user group.

	Youth Service		Connexions	
	No. Service Users declared as disabled (2010-11)	% Service Users	No. Service Users with LDD (2009-10)	% Service Users
No	3021	57.3%	5119	89.9%
Unknown	2077	39.4%		
Yes	173	3.3%	576	10.1%
Total	5271	100%	5695	100%

When broken down by age and gender, the Connexions LDD service user group shows a significant majority of males (67.2%), this is in line with the profile of stated young people of secondary school age in the Borough (74% male). The vast majority of LDD young people working with the Connexions Service are aged 15-16 years old linked to the statutory duty around s139A assessments. This indicates that a reduction in service without ongoing provision for completing s139A assessments would significantly impact on this age group.

Connexions – Learning Difficulty and/or Disability															
Age	12	13	14	15	16	17	18	19	20	21	22	23	24	Total	%
Female	0	9	13	48	51	16	28	9	9	1	3	1	1	189	32.8%
Male	1	19	33	95	89	56	45	20	13	6	7	3	0	387	67.2%
Total	1	28	46	143	140	72	73	29	22	7	10	4	1	576	
%	0.2%	4.9%	8.0%	24.8%	24.3%	12.5%	12.7%	5.0%	3.8%	1.2%	1.7%	0.7%	0.2%		

Ethnicity

Overall, when compared to the Haringey School profile, young people of Black ethnicities are significantly overrepresented (40.8% compared with 29.8%) and young people of White UK and White Other ethnicities are underrepresented in the service user group (14.3% compared with 18.4% and 17.7% compared with 24.6% respectively). Young people of Asian, Mixed and Other ethnicities are broadly inline with the wider School profile.

When analysed by service, young people of Black ethnicities are significantly overrepresented across Youth, Connexions and the Youth Council (44.5%, 37.1% and 47.1%). This indicates that young people of Black ethnicities will be most affected by a reduced universal service.

Young people of White ethnicities are underrepresented across each service user group; Youth Service 13.3%, Connexions Service 15.2% and Haringey Youth Council 11.6% as compared with 18.4%. There is also an under representation of young people of Mixed (6.3% compared to 10.2%) and most significantly White Other (2.1% compared to 24.6%) ethnicities in the Haringey Youth Council.

Ethnicity	Ethnic Group	Youth Service		Connexions Service		Haringey Youth Council		TOTAL		Haringey School Population
		No. Service Users	%	No. Service Users	%	No. Service Users	%	No. Service Users	%	
Asian	Asian British / Bangladeshi	100	1.9%	133	2.3%	2	1.1%	235	2.1%	1.5%
	Asian British / Indian	74	1.4%	92	1.6%	4	2.1%	170	1.5%	1.3%
	Asian British / Any Asian background	111	2.1%	105	1.8%	3	1.6%	219	2.0%	2.8%
	Asian British / Pakistani	50	0.9%	61	1.1%	2	1.1%	113	1.0%	1.0%
Asian Total		335	6.4%	391	6.9%	11	5.8%	737	6.6%	6.5%
Black	Black African	887	16.8%	876	15.4%	22	11.6%	1785	16.0%	5.4%
	Black British / Caribbean	1044	19.8%	930	16.3%	41	21.7%	2015	18.1%	10.8%
	Congolese	48	0.9%	29	0.5%	0	0.0%	77	0.7%	1.7%
	Ghanaian	20	0.4%	6	0.1%	7	3.7%	33	0.3%	3.0%
	Nigerian	66	1.3%	18	0.3%	9	4.8%	93	0.8%	2.1%
	Other Black Background	221	4.2%	153	2.7%	5	2.6%	379	3.4%	1.9%
	Somali	62	1.2%	99	1.7%	5	2.6%	166	1.5%	4.9%
Black Total		2348	44.5%	2111	37.1%	89	47.1%	4548	40.8%	29.8%
Mixed	Other mixed background	194	3.7%	222	3.9%	7	3.7%	423	3.8%	4.3%
	White and Asian	53	1.0%	38	0.7%	0	0.0%	91	0.8%	1.1%
	White and Black African	67	1.3%	76	1.3%	0	0.0%	143	1.3%	1.3%
	White and Black Caribbean	208	3.9%	225	4.0%	5	2.6%	438	3.9%	3.4%
Mixed Total		522	9.9%	561	9.9%	12	6.3%	1095	9.8%	10.2%
No information	No information / Refused to Say	109	2.1%	104	1.8%	41	21.7%	254	2.3%	
No information Total		109	2.1%	104	1.8%	41	21.7%	254	2.3%	3.2%
Other	Kurdish	49	0.9%	49	0.9%	1	0.5%	99	0.9%	2.2%
	Latin American	11	0.2%	28	0.5%	2	1.1%	41	0.4%	1.2%
	Vietnamese	8	0.2%	17	0.3%	3	1.6%	28	0.3%	0.6%
	Chinese	15	0.3%	21	0.4%	0	0.0%	36	0.3%	0.6%
	Any other Ethnic Group Total	330	6.3%	401	7.0%	4	2.1%	735	6.6%	2.6%
Other Total		413	7.8%	516	9.1%	10	5.3%	939	8.4%	7.3%
White	White British	702	13.3%	868	15.2%	22	11.6%	1592	14.3%	
White Total		702	13.3%	868	15.2%	22	11.6%	1592	14.3%	18.4%
White Other	Albanian	12	0.2%	16	0.3%	0	0.0%	28	0.3%	1.1%
	Greek Cypriot	15	0.3%	15	0.3%	0	0.0%	30	0.3%	0.6%
	Gypsy / Roma	7	0.1%	6	0.1%	0	0.0%	13	0.1%	0.6%
	Irish	48	0.9%	67	1.2%	0	0.0%	115	1.0%	1.1%
	Traveller	1	0.0%	5	0.1%	0	0.0%	6	0.1%	0.3%
	Kosovan	16	0.3%	11	0.2%	0	0.0%	27	0.2%	1.0%
	Other White Background	587	11.1%	857	15.0%	2	1.1%	1446	13.0%	12.2%
	Turkish	127	2.4%	113	2.0%	1	0.5%	241	2.2%	7.1%
	Turkish Cypriot	29	0.6%	41	0.7%	1	0.5%	71	0.6%	0.8%
White Other Total		842	16.0%	1131	19.9%	4	2.1%	1977	17.7%	24.6%
Grand Total		5271	100.0%	5695	100.0%	189	100.0%	11155	100.0%	100.0%

Young People Not in Employment Education or Training (NEET)

In July 2010, 7.4% of young people in Haringey were Not in Employment, Education or Training (NEET); this compares to a London-wide figure of 5.3%¹ and is a reduction from 10.3% in 2007. Most of those joining the NEET group do so from school/college sixth forms and from Further Education. A very high number of those leaving the NEET group enter Government supported training or return to education. NEET young people are identified through the tracking of destinations and outcomes of young people. Reduced capacity for tracking and identifying need in the proposal to restructure Haringey's Youth Service, Connexions and Children, Young People, Parent & Community Participation Team is likely to impact significantly on the NEET service user group.

In 2009/10, the Connexions service worked with 800 NEET young people. In terms of gender and ethnicity, the NEET population is broadly representative of the wider Haringey School Population although there is a small over representation of White UK service users (23.8% compared to 18.4%) and a small under representation of White Other service users (20.8% compared to 24.6%). Due to the definition of NEET young people, the majority of this service user group are aged between 17 and 19. Disability information is not available.

Gender	Total	%	Haringey School Population
Female	390	48.7%	48.8%
Male	410	51.3%	51.2%
Grand Total	800	100.0%	100.0%

Age	Total	%
14	1	0.1%
16	73	9.1%
17	244	30.5%
18	256	32.0%
19	212	26.5%
20	4	0.5%
21	6	0.8%
22	3	0.4%
23	1	0.1%
Grand Total	800	100.0%

Ethnic Group	Total	%	Haringey School Population
Asian	42	5.3%	6.5%
Black	238	29.8%	29.8%
Mixed	92	11.5%	10.2%
Not declared / Refused to Say	18	2.3%	3.2%
Other	54	6.8%	7.3%
White UK	190	23.8%	18.4%
White Other	166	20.8%	24.6%
Grand Total	800	100.0%	100.0%

¹ Source: <http://www.dcsf.gov.uk/14-19/index.cfm?go=site.home&sid=42&pid=343&lid=337&ctype=text&ptype=single>
Comparison with national DfE data on numbers of NEETs is not possible as the numbers are compiled in a different way.

Haringey Council does not collect information on the following equality strands and assessment of impact on these service user groups is not therefore possible:

- Gender Reassignment
- Religion/ Belief
- Sexual Orientation
- Maternity & Pregnancy

2 b) What factors (barriers) might account for this under/over representation?

The under representation of young people with disabilities attending Youth Service projects highlights a gap in provision for these young people. This is supported by issues raised through consultation and is picked up in the action plan around the monitoring of our community needs and developing a targeted service that is able to respond to these needs.

The over representation of young people of secondary school age and particularly between ages 15-18 is indicative of the remit of the services and in the case of Connexions, the fact that decisions around further education, employment and training are taken around this time.

The proportion of residents of Black ethnicities is higher in the East of the Borough than in the West. More universal and targeted youth services are located in the East of the borough than in the West and attendance are higher, therefore this may in part account for the over representation of service users of Black ethnicities.

Step 3 - Assessment of Impact

Using the information you have gathered and analysed in step 2, you should assess whether and how the proposal you are putting forward will affect existing barriers and what actions you will take to address any potential negative effects.

3 a) How will your proposal affect existing barriers? (Please tick below as appropriate)

Increase barriers?	X	Reduce barriers?	No change?
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Comment

The shift to a focus on targeted services with a significant reduction in universal services, will likely have an impact for all secondary aged young people in Haringey particularly in terms of reduced places to go such as area youth projects and less access to support from youth workers and information, advice and guidance from Connexions workers. These services are highly valued by young people and through the consultation process, they have identified a number of positive outcomes they feel will be affected by the proposal, as well as adverse outcomes including an increase in Anti-Social Behaviour. Consultation responses are explored further in Section 4. Other potential outcomes from the reduction in universal provision may be related to a reduced capacity to track young people's destinations with regards to education, employment and training, resulting in an increase in NEET young people. There is also an identified risk that services are less able to identify need and effectively engage with targeted young people through universal provision and a lack of 'step-down' universal provision will mean young people leaving targeted work may be less supported. The purpose of this EqIA is to identify and mitigate against any protected equalities group likely to be disproportionately impacted by the proposal.

The Haringey Youth Service has an established affiliation scheme for third party projects, which provide activities and places to go for young people across the borough including the Tottenham Hotspur Foundation, Scouts, Black Arts Production (BAP) Theatre, Kori Arts and Action for Kids. Programmes are offered which include sports; arts; theatre; dance; activities for young people with disabilities and faith based projects. It is recognised that these projects will play an increasingly vital role in supporting positive outcomes for young people in Haringey. The remit of the Community Development and Quality Assurance team within the new service will be, in conjunction with community needs assessments, to further develop capacity within the Third Sector, mitigating against the impact of reduced universal youth services provided by the Council.

3 b) What specific actions are you proposing in order to respond to the existing barriers and imbalances you have identified in Step 2?

Age – Young people aged between 15 and 18 will be most significantly impacted by the proposal. This is particularly true for universal access to Information, Advice and Guidance and may lead to an increase in the number of NEET young people. John Hayes, Minister of State for Further Education and Lifelong Learning, announced on 4 November 2010 that there would be an all-age careers service in England by April 2012, with new arrangements for careers guidance accessible from September 2011 including online services for young people. The Department for Business, Innovation and Skills has also committed to continue to fund a network of public, private and voluntary sector organisations to provide face to face careers guidance to priority groups.

Subject to passage of the Education Bill, from September 2012 schools will be under a legal duty to make sure their pupils have access to independent, impartial careers guidance, recognising that schools are best placed to make decisions about the kind of support that will meet the needs of their pupils. Schools will be free to make arrangements for careers guidance that best suit the needs of their pupils, engaging, where

appropriate, with external expert providers. Where schools express an interest in exploring options for buying in services, the Council will work with them to help facilitate this and ensure this is done in a fair and equitable manner.

Disability – 10.1% of Connexions service users are recorded as having a Learning Difficulty and/or Disability (LDD). The vast majority of LDD young people working with the Connexions Service are aged 15-16 years old linked to the statutory duty around s139A assessments. This indicates that a reduction in service without ongoing provision for completing s139A assessments would significantly impact on this age group. In response to this EqlA and consultation responses, the proposed structure of the new service has been amended to include a dedicated Senior Practitioner post to support the needs of young people with disabilities and fulfil the Council's statutory duties. Additionally young people with disabilities are identified as a targeted group in the Children's Trust Early Intervention and Preventative Strategy (2010) which will form the guiding principles for the new service.

Ethnicity - An under representation of White and White Other service users was identified in the Haringey Youth Council. With the continuation of support for this service in the proposals, this highlights an action for ensuring that any barriers to access for this group are identified and removed in future provision. In addition, information on ethnicity was not obtained for 21.7% of HYC members. In order to ensure this service is representative of young people in Haringey, processes for equalities monitoring will need to be reviewed.

Sexuality - The Council does not routinely collect service user data on sexuality. However although some provision exists through a drop-in group and commissioned services from Wise Thoughts, it is acknowledged that there is generally a low level of youth provision for this group. This has been identified as an area for assessment and development.

3 c) If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?

Gender – Although no overall overrepresentation of either gender was identified in the current service user group, the shifting of focus onto targeted services may mean that there is a larger reduction in services to females. It is not possible to identify the extent to which this would be true for the new service proposals. However considering the profile of groups which have been identified as priorities for the proposed targeted service, such as Children in Care and young people working with the Youth Offending Service, there is likely to be a significant shift (58% and 71% of these groups are male respectively). Supporting the development of third party providers will be essential to ensuring universal access to positive activities for young women. In addition, 55.6% of Haringey Youth Council is female and this provision will continue to be supported along with some universal youth activity across the borough and other opportunities for involvement in planning, monitoring and evaluating delivery of services.

Ethnicity – Young people of Black ethnicities will be most affected by a reduced universal service and supporting the development of third party providers will be essential to ensuring universal access to positive activities for this group.

Taking the profile of targeted user groups into account (40% of children in care and 54% of young people working with the Youth Offending Service are of Black ethnicities), indicates the proportion of Black service users in the proposed targeted service may be likely to remain high and broadly in line with the current service user profile. We would not therefore anticipate a disproportionate impact on young people of Black ethnicities with a higher level of need. Additionally, a locality based approach to the new service, coupled with comprehensive needs assessments will ensure that the new targeted service is reflective of and responsive to the needs of diverse communities across the borough, including emerging communities.

Step 4 - Consult on the proposal

Consultation is an essential part of impact assessment. If there has been recent consultation which has highlighted the issues you have identified in Steps 2 and 3, use it to inform your assessment. If there has been no consultation relating to the issues, then you may have to carry out consultation to assist your assessment.

Make sure you reach all those who are likely to be affected by the proposal, ensuring that you cover all the equalities strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to the issues and concerns they have raised.

4 a) Who have you consulted on your proposal and what were the main issues and concerns from the consultation?

Consultation on the future direction of services in the context of reduced resources has been carried out with young people across Haringey via the Youth Space website, with representatives from the Save Haringey Youth Centres (SHYC) campaign; the Haringey Youth Council Cabinet, members of the Youth Opportunity Fund groups and through interviews held with young people in schools, colleges and the Pupil Support Centre. In addition, Haringey Full Council received a deputation from the Haringey Youth Council and from the SHYC campaign.

From our discussions with young people we know that:

- There is very strong opposition to reducing universal youth provision and that current services are very highly valued
- Youth workers provide the critical interventions, not buildings. Whilst young people need somewhere safe to go, they equally need someone they can trust and that they can talk to and who advocates on their behalf. Buildings are important but not the most critical consideration
- The aspiration of young people is for a universal service to be retained, however some groups consulted broadly agreed that support for vulnerable young people should also be prioritised.
- Youth work is important in community cohesion and safety. This was particularly raised in connection with diversionary work with young people at risk of entering the criminal justice system and with known and prospective gang members.

Word On The Street 2

18th November 2010

Word on The Street is an event organised by Haringey Youth Council to provide an opportunity for young people aged 11-21 to discuss the issues that are important to them, and to put their views and questions to senior figures such as the Council Chief Executive. Much of the discussion related to services for young people and therefore is pertinent to the Youth, Connexions & Participation restructure. Amongst the topics discussed were Education; Youth Voice; Violence; Cuts; Vote for 16 year olds; Transport; Bad Behaviour and the Environment. Some of the main issues raised at WOTS 2 relevant to the proposal were:

- Where are young people meant to go if there are no Youth Clubs?
- Some of those in authority don't want to listen to youth or do listen by aren't able or willing to make change happen
- Youth find it easier to speak to Youth Workers than teachers and the authorities
- Young people are safer in youth clubs than on the streets
- Consider the possible impact of youth services being cut on those groups who do not engage with scouts, etc
- We should have alternative youth provision in different places (e.g. youth clubs in schools would be more efficient to run)
- Some youth are unaware of how to communicate with decision makers and need to be shown how to do this appropriately
- 'Big Cat' Council salaries should be cut, not youth workers jobs
- The public will feel unsafe if more young people are on the streets

- Youth should be taught skills that are more applicable to society
- HYC should have a stronger relationship with schools

Users of Youth Services

21st, 26th, 28th January 2011

2nd, 5th February 2011

A series of discussions have been held with over 20 young people representing Haringey Youth Cabinet, Youth Opportunity Fund group and the Save Haringey Youth Centres campaign group. The following summarises the young people's priorities for the Service:

- Extending the age range from 13 – 19 to 9 – 19. This recognises the importance of early intervention
- Youth workers provide the critical interventions, not buildings. Whilst young people need somewhere safe to go they equally need someone they can trust that they can talk to and who advocates on their behalf. There is a recognition that detached and outreach work is important, particularly working with vulnerable young people.
- However, buildings are important. The young people in the campaign group have broadly agreed that they are willing to work with us on looking at costs of current buildings and identifying suitable alternatives at a lower cost. The campaign group feel that the use of school buildings is not an option as they believe that the young people who currently use youth centres would not wish to return to school after school hours. However, the Youth Cabinet and the Youth Opportunity Fund group believed that the use of schools should be explored as a viable alternative.
- The Youth Opportunity Fund group believe that after school provision may be of a higher priority than evening services (but both are important).
- Youth work is important in community cohesion and safety. The young people referred to a number of their peers who had been diverted from the criminal justice system because of youth work intervention. Although they agreed that the work does need to be focussed, they are concerned that there will not be enough, or the right kind of universal provision for young people to engage in. Of particular interest to the young people, is how the Youth Service engages with known and prospective gang members and diverts them into positive activities.
- Youth democracy and participation were raised as key areas by the Youth Cabinet as they want to be sure that there will continue to be a mechanism for political engagement and young people's involvement in shaping service delivery and measuring quality.
- There was an outstanding opposition (by the Save Haringey Youth Centres group) to the notion of charging for services.

Equalities information

Equalities data is available for the Haringey Youth Council and Youth Opportunity Fund group members, but not for the members of Save Haringey Youth Centres. In a number of cases young people were in attendance at more than one of the meetings – where this is the case, they have only been counted once. The equalities profile of the young people for whom equalities information is available (a total of 10 young people) is as follows:

- Ethnicity – 90% of the young people who were involved in the above discussions for whom equalities data was available were of black ethnicity, (30% Black Nigerian, 30% Black Ghanaian, 20% Black Caribbean, 10% Black Dominican). 10% of the young people were of White British ethnicity
- Gender – 50% of the young people were female, 50% male
- Disability – none of the young people had declared themselves as disabled
- Age – 50% of the young people were aged 18, 40% were 17 and 10% were 13 years old

Survey of Young People – Connexions PAs

1st -11th February 2011

Connexions PAs carried out a survey of young people, asking the simple question: “Do you think the Council should be doing anything for young people and if so, what would that be for you?” 309 young people responded and made over 500 suggestions. Responses were from young people between 12-20 years old in locations across the borough including secondary schools, The Octagon, Haringey Sixth form centre and the Connexions drop-in centre, where PAs spoke with young people who are not in education, employment or training.

The areas covered by the highest number of suggestions are listed in order below:

1. The continuation and/or increase of the EMA grant were by far the most frequent suggestions made by the young people surveyed. These coupled with other suggestions around financial assistance, including child benefit and Free Schools Meals/free food, accounted for around a third of the suggestions made.
2. More youth clubs and youth and leisure activities. These included after school activities, places to hang out and an emphasis on sport and fitness including cheap or free swimming and more outdoor activities. Other activities such as singing, music, dancing, drama, art and cookery courses were also mentioned frequently.
3. Improvements in Schools. Suggestions included more lessons and time in lessons; better facilities and equipment; free or cheaper revision books and more academic support outside of lessons.
4. These issues were all raised by a similar proportion of young people
 - Police and safety particularly increased safety on the streets
 - young people’s futures, in particular the need for more job opportunities and help/information related to jobs
 - free transport

Equalities information

Gender – Of 309 young people completing the questionnaire, 44.3% were female and 46.3% were male (9.4% did not declare their gender). This is broadly in line with the wider Haringey School profile.

Gender	No. students	%	Haringey School Census (Oct 2010)
Not declared	29	9.4%	0.0%
F	137	44.3%	48.8%
M	143	46.3%	51.2%
Grand Total	309	100.0%	100.0%

Age - Young people completing the questionnaire were aged between 12-20, with the majority aged 16 (21.7%) – this reflects the nature of the Connexions service.

Age	No. students	%
Not declared	18	5.8%
12	20	6.5%
13	39	12.6%
14	24	7.8%
15	43	13.9%
16	67	21.7%
17	47	15.2%
18	38	12.3%
19	11	3.6%
20	2	0.6%
Grand Total	309	100.0%

Disability - Students were not asked to declare whether they considered themselves disabled, however students with learning difficulties and disabilities (LDD) contributed to the survey and represent 4.5% of the young people who completed the questionnaires.

Ethnicity - Students were not asked to declare their ethnicity in this survey.

Survey of Young People - Youth Space

25th January 2011 – 1st April 2011

The question “Do you think the Council should be doing anything for young people and if so, what would that be for you?” was also posted on Youth Space, Haringey’s dedicated website for young people, on 25th January 2011. The survey closed on 4th April 2011.

56 responses were received. 91% of respondents said that the Council should be providing services for young people. 69% of the responses referred to keeping youth centres open and/or providing safe places for young people to go. Many of the responses referred to keeping young people out of trouble and four specifically raised the importance of services in relation to reducing gang culture and gun and knife crime. The remainder of the responses felt services should offer support and vital education opportunities; help prepare young people for the future and provide support and help finding jobs and information for young people, particularly those in need. Two responses said that youth centres needed to be safer in order for them to attend and one response referred to a lack of adequate resources at youth centres. A number of responses cited the need for more youth involvement in decision making and the way that services are run.

From the launch of the survey (25th January) each respondent was asked to provide their age. From 17th February respondents were also asked to provide equalities information relating to gender, ethnicity and disability, only 5 young people provided their full profile and therefore it is not possible to draw meaningful conclusions from this data.

Age	Number Respondents	%
13 - 15	20	36%
16 - 19	17	30%
20 - 21	4	7%
21 - 25	5	9%
Not provided	10	18%
Grand Total	56	100%

Do you consider yourself to have a disability?	Number Respondents	%
N	2	3.6%
Y	3	5.4%
Not provided	51	91.1%
Grand Total	56	100.0%

Gender	Number Respondents	%
Female	3	5%
Male	2	4%
Not provided	51	91%
Grand Total	56	100%

Ethnic Group	Number Respondents	%
Asian - Other	1	2%
Black - African	1	2%
Black - British	1	2%

Black - Caribbean	1	2%
White - British	1	2%
Not provided	51	91%
Grand Total	56	100%

IYSS Consultation

In addition to the focused discussions with young people outlined above, a comprehensive programme of consultation was carried out in 2010 around the introduction of the Integrated Youth Support Service in Haringey. Consultation involved managers and frontline staff; targeted and universal service users; non-service users; young volunteers; and parents of young people with disabilities. The key issues raised through the consultation relevant to this EqIA were:

- facilities for young people must be of good quality, be up to date, safe, clean and properly supervised;
- the integration of Youth and Connexions services will deliver improved outcomes through sharing of expertise and strategies and greater joined-up working;
- Advice and support in getting good job is important to young people;
- Young people want to have a say in things that affect them and be able to contribute to the community;
- The main out of school activities that young people in Haringey want to engage in are sporting activities; raves; hanging out with friends at youth clubs and drama;
- improved local needs analysis and mapping of provision is revealing gaps in services;
- support for young people with disability is varied - good access to advice and guidance but concerns were raised about the range of options available for training and employment;
- access to youth provision for young people with disability or learning difficulty is limited and transport proves to be one of the greatest barriers to participation; access to specialist help and support was a secondary concern raised;
- the staff of the services represent a very diverse team and offer good role models for young people;
- concern at the widespread negative attitudes held by young people about other young people who are lesbian, gay, bisexual or transsexual.

4 b) How, in your proposal have you responded to the issues and concerns from consultation?

Across the discussions with young people, they told us that they wanted to have a say in things that affected them, and be involved in the decision making process concerning services for young people. Ensuring that young people are involved and engaged in planning, monitoring and evaluating the delivery and direction of the proposed Youth, Participation & Community Service forms the foundation of the proposal. In line with this, actions will be put in place to secure ongoing involvement and input from young people in the shaping of the proposed service, in particular the frontline delivery area of the service.

The meetings held with users of Youth Services and Youth Service staff have highlighted that frontline services are most highly valued and the ratio of senior management to frontline staff has been developed accordingly to ensure front line workers are prioritised and supported appropriately.

In response to this EqIA and consultation responses, the proposed structure of the new service has been amended to include a dedicated Senior Practitioner post to support the needs of young people with disabilities and the Council's statutory duties.

Through the consultation, young people have identified that buildings, although not a critical consideration, are an important element of youth provision. The young people in the SHYC campaign group broadly agreed that they would be willing to work with the Council on looking at costs of current buildings and identifying suitable alternatives at a lower cost. We have identified this in the action plan, and are committed to taking it forward.

4 c) How have you informed the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?

A summary of the consultation responses received will be published as part of the Service Delivery EqIA and be made available on the Youth Space and Haringey Council websites. In addition we are anticipating a series of road shows held with young people to look at the new structure and development of the Youth, Participation and Community Service.

Step 5 - Addressing Training

The issues you have identified during the assessment and consultation may be new to you or your staff, which means you will need to raise awareness of them among your staff, which may even training. You should identify those issues and plan how and when you will raise them with your staff.

Do you envisage the need to train staff or raise awareness of the issues arising from any aspects of your proposal and as a result of the impact assessment, and if so, what plans have you made?

The proposal for the Youth, Participation and Community service include frontline staff whose remit will be to target vulnerable groups of young people and young people at enhanced risk to offer:

- relevant positive activities
- opportunities for accreditation
- information, advice and guidance to inform and enhance life chances
- ongoing assessment and support through key worker/lead professional role

The current structure contains Connexions, Youth Service and Children, Young People, Parent & Community Participation Service staff who primarily carry out distinct areas of the above remit. In the proposed Youth, Participation and Community service, frontline staff will have a broader remit encompassing the whole offer. Staff recruited into the frontline staff posts will be supported to undertake training and development for any identified areas of need or skills deficits and staff will be given a comprehensive induction which will include a focus on engaging with young people, including relevant equalities considerations; working with and identifying target groups and developing links with other agencies.

Step 6 - Monitoring Arrangements

If the proposal is adopted there is a legal duty to monitor and publish its actual effects on people. Monitoring should cover all the six equality strands. The purpose of equalities monitoring is to see how the policy is working in practice and to identify if and where it is producing disproportionate adverse effects and to take steps to address the effects. You should use the Council's equal opportunities monitoring form which can be downloaded from Harinet. Generally, equalities monitoring data should be gathered, analysed and report quarterly, in the first instance to your DMT and then to the Equalities Team.

What arrangements do you have or will put in place to monitor, report, publish and disseminate information on how your proposal is working and whether or not it is producing the intended equalities outcomes?

Who will be responsible for monitoring?

The Head of the Youth, Participation and Community Service in conjunctions with the Admin and Data Lead, Community Participation Officer and Community Development and Quality Assurance Officers.

What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?

The NEET national indicator will remain a statutory target for the service and will be monitored and reported accordingly. Local Authority's duty around completing s139A assessments for young people with disabilities will also remain a statutory responsibility and will be monitored accordingly.

The remit of the Community Development and Quality Assurance officers will involve the development of a Quality Assurance framework for youth services alongside community needs assessments.

Are there monitoring procedures already in place which will generate this information?

NEET tracking and the monitoring of s139A assessments have procedures in place in line with statutory duties as outlined above.

Where will this information be reported and how often?

All Quality Assurance and needs assessments as well as the NEET national indicator and if appropriate reports on the monitoring of S139A assessments will be reported to the Head of the Youth, Participation and Community.

Additionally a review of the service will be undertaken after the first year of operation.

Step 7 - Summarise impacts identified

In the table below, summarise for each diversity strand the impacts you have identified in your assessment

Age	Disability	Race	Gender	Religion or Belief	Sexual Orientation	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity
The services affected by this proposal are all aimed at young people of secondary school age and for service users with a disability, up to the age of 25. Overall, the impact of a reduced service is likely to most significantly impact on young people aged between 15 and 18 years.	Service users declared as disabled, are proportionally under represented in the Youth Service which indicates that a reduction in service would not disproportionately impact on this user group. However it may also highlight a gap in provision.	Overall, when compared to the Haringey School profile, young people of Black ethnicities are significantly overrepresented and young people of White UK and White Other ethnicities are underrepresented in the service user group. Young people of Asian, Mixed and Other ethnicities are broadly inline with the wider School profile.	No disproportionate impact is envisaged with regards to the profile current service users. However the shifting of focus onto targeted services may mean that there is a larger reduction in services to females.	Haringey Council do not routinely collect data on the religious beliefs of service users and therefore an assessment of impact is not possible.	Haringey Council do not routinely collect data on the sexual orientation of service users and therefore an assessment of impact is not possible. However it is acknowledged that there is generally a low level of youth provision for this group and this has been identified as an area for assessment and development.	Haringey Council do not routinely collect data on gender reassignment with regards to service users and therefore an assessment of impact is not possible.	Haringey Council do not routinely collect data on marriage or civil partnerships with regards to service users and therefore an assessment of impact is not possible	Haringey Council do not routinely collect data on pregnancy or maternity with regards to service users. However risk factors for teenage pregnancy including young people whose parents were teenage parents are identified as targeted groups for the new service.

Step 8 - Summarise the actions to be implemented

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead person	Timescale	Resource implications
Resources to be targeted effectively to meet the needs of communities and young people with identified risk factors.	Establish procedures for assessing and monitoring community needs and the development of targeted responsive services to meet these needs. Including the needs of targeted groups including Children with Disabilities and LGBT young people.	Head of Youth, Participation and Community Service Community Participation Officer	June – October 2011	These actions fall within the remit of the identified lead person's role.
Ensuring that young people are involved and engaged in planning, monitoring and evaluating the delivery and direction of the proposed Youth, Participation & Community Service forms the foundation of the proposal	Develop structures based on existing good practice so that young people can be meaningfully engaged in shaping, planning, delivering and evaluating services to ensure young people in target groups can engage in the decision making process.	Head of Youth, Participation and Community Service Participation Strategy Officer	Ongoing	These actions fall within the remit of the identified lead person's role.
Third Sector providers will be increasingly important in providing universal access for all young people in Haringey. Provision should be without barriers for protected groups, particularly those who may be most impacted by a reduced universal service, namely young women and young people of black ethnicities.	Further expand existing structures to ensure young people are engaged in assessing the quality and accessibility of services (Council managed, commissioned or signposted to). Work with Third Sector to further develop capacity and ensure a shared understanding of capacity across the borough. Develop quality assurance framework for Council and third party providers.	Head of Youth, Participation and Community Service Young People's Involvement Officer Community Participation Officer Community Development and QA Officers	June – October 2011	These actions fall within the remit of the identified lead person's role.
White UK and White Other service users are disproportionately under represented in the Haringey Youth Council.	Identify and mitigate against any barriers for young people of White and White Other ethnicities who may wish to join the HYC.	Young People's Involvement Officer		These actions fall within the remit of the identified lead person's role.

Step 9 - Publication and sign off

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also 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. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.

When and where do you intend to publish the results of your assessment, and in what formats?

All full EqIAs will be published on the Haringey website.

Assessed by (Author of the proposal):

Name: Jan Doust

Designation: Deputy Director, Prevention and Early Intervention

Signature:

Date:

Quality checked by (Equality Team):

Name: Helena Pugh

Designation: Policy, Equalities and Partnerships Manager

Signature:

Date: 21.04.11

Sign off by Directorate Management Team:

Name:

Designation:

Signature:

Date:

APPENDIX 3

Haringey Council

Equalities Impact Assessment (EqIA) for Organisational Restructures

Date: 21/04/2011
Department and service under review: Children & Young People's Service – Restructure of Youth, Connexions & Participation Services
Lead Officer/s and contact details: Jan Doust – 020 8489 3150 – jan.doust@haringey.gov.uk
Contact Officer/s (Responsible for actions): As above
Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports) This assessment considers the impact on staff of the restructuring of Youth, Connexions & Participation Services, in relation to the protected equalities groups of ethnicity, gender, age, disability, and pregnancy and maternity. It does not consider issues relating to sexual orientation, gender reassignment, and religion or belief, as the relevant data is not available for these groups. Note that an overarching EqIA is also being carried out to consider the combined impact of all of the staffing changes within the Children & Young People's Service resulting from the 2011/12 budget-setting process. The posts considered here will also be considered as part of that EqIA. Ethnicity – The proportion of BME staff affected is in line with the overall council profile (57.1% compared to 54.0%). The ethnicity profile of staff in each ring fence is for the most part in line with the profile of the affected staff group however there is an overrepresentation of BME staff in the group of displaced staff who do not have a position for which they are able to apply in the new structure. Gender – The proportion of males and females is broadly in line with the council profile (females comprise 62% of affected staff compared to 67% in council overall). The gender profile of staff in each ring fence is for the most part in line with the profile of the affected staff group however there is an overrepresentation of females in the ring fences for the Team Leader, Admin & Data Lead, and Administrator posts.

Age - Compared to the overall council profile there are more staff drawn from the lower age bands and fewer from the higher age bands. 44% of affected staff are under 35 compared to 21% across the council. There is an overrepresentation of younger staff in the group of staff who are not eligible to apply for any of the posts in the new structure.

Disability – There is an overrepresentation of staff with a disability in the affected group. 12 staff have a disability, this constitutes 11.4% of the group, compared to 7.2% in the council overall.

Pregnancy and Maternity - Three of the affected staff are pregnant or on maternity leave.

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?

The proposal is to reorganise the council's Youth Service, Connexions, and Children, Young People, Parent & Community Participation Service into a revised structure that will:

- Deliver the statutory responsibilities of the Local Authority
- Prioritise provision for at risk and vulnerable groups
- Meet the needs of the community and the aspirations of young people

The name of the proposed new service is Youth, Participation & Community.

The proposal involves a 75% saving to the Youth Service and Connexions budgets. In order to achieve this level of saving, a reduced service based around 3 key service areas is proposed:

- D. Service Delivery
- E. Quality Assurance
- F. Citizenship/Involvement of young people

105 staff are affected by this review, this equates to 85.9 FTE. In addition to this the review involves the deletion of 44 (30.9 FTE) vacant posts. In the proposed new structure there are 42 posts; 22 of these are part-time so the proposed structure equates to 28 FTE. Note that these figures do not include the Head of Service post as this is being addressed as part of the 'Rethinking Haringey' restructure (and EqIA).

The table below sets out the status of the 105 affected staff.

Status	No. of staff
No suitable position in new structure for postholder	21
Postholder has been accepted for Voluntary Redundancy	21
Postholder has resigned	1
Postholder in ring fence for position in new structure	55
Postholder to be assimilated into position elsewhere in C&YPS	1
Postholder to be assimilated into position in new structure	2
Post to remain unchanged in new structure; postholder to remain in post	4
Grand Total	105

The table shows that 21 staff will be displaced because there is no position in the new structure which they can be matched to. Of the 42 posts in the new structure, 4 are remaining unchanged and 2 are assimilations. This leaves 55 staff (49.1 FTE) in ring fences for 36 posts (22 FTE). As the FTE figures show, the proposed structure has a higher proportion of part-time

posts than the current one, and this makes it difficult to say how many staff will be displaced by the recruitment exercise.

Some staff are ring-fenced against more than one post. In particular, there is a large degree of overlap in the ring fences for the Young People’s Involvement Officer, Quality Assurance Officers and Frontline Worker roles. The table below sets out details of the posts in the proposed new structure and the number of staff ring fenced against them.

Job title	No. of posts (FTE in brackets)	Grade	Selection Method	No. of staff ringfenced (FTE in brackets)
Youth Support Services Manager	1 (1)	SM1	Assimilation	1 (1)
Team Leaders	2 (2)	PO4	Closed ring fence	4 (4)
Young People’s Involvement Officer x 1; Quality Assurance Officers x 2	3 (3)	PO2	Open ring fence	32 (31.3)
Front line workers	29 (15)	PO1	Open ring fence	42 (37.4)
Admin & data lead	1 (1)	PO1	Closed ring fence	2 (1.7)
Website developer	1 (1)	SO1	Assimilation	1 (1)
Administrator	1 (1)	Sc6	Closed ring fence	7 (6)

The posts remaining in the new structure are as follows:

- Community Participation Officer
- Participation Strategy Officer
- Tracking Assistants x2

2. What are the main benefits and outcomes you hope to achieve?

See 1. above.

3. How will you ensure that the benefits/ outcomes are achieved?

Successfully establishing the new structure will deliver the savings benefit. The emphasis on Quality Assurance and Involvement of Young People noted above indicates a strong commitment to ensuring that the new service meets the needs of young people.

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

1. Are you closing a unit?

- If No, go to question 3.

No.

2. Can any staff be accommodated elsewhere within the service, business unit or directorate?

N/A

Race

3. Provide a breakdown of the current service by Grade Group and Racial Group following the format below.

Grade Group	Total Staff	White		White Other		Not declared		Asian		Black		Mixed		Other		BME subtotal		BME % Council Profile
		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	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	
MANUAL	0	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	46.3 %
Sc1-5	28	4	14.3%	3	10.7%	2	7.1%	1	3.6%	16	57.1%	2	7.1%	0	0.0%	19	67.9%	66.5 %
Sc6-SO2	53	13	24.5%	6	11.3%	6	11.3%	1	1.9%	23	43.4%	4	7.5%	0	0.0%	28	52.8%	56.9 %
PO1-3	11	3	27.3%	0	0.0%	1	9.1%	0	0.0%	7	63.6%	0	0.0%	0	0.0%	7	63.6%	46.3 %
PO4-7	11	3	27.3%	2	18.2%	0	0.0%	1	9.1%	5	45.5%	0	0.0%	0	0.0%	6	54.5%	38.8 %
PO8+	2	1	50.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	19.5 %
TOTAL	105	24	22.9%	11	10.5%	10	9.5%	3	2.9%	51	48.6%	6	5.7%	0	0.0%	60	57.1%	54.0 %

Grade Group	Total Staff	% Grade Group	% in Council
MANUAL	0	0.0%	2.4%
Sc1-5	28	26.7%	37.1%
Sc6-SO2	53	50.5%	26.2%
PO1-3	11	10.5%	14.7%
PO4-7	11	10.5%	13.9%
PO8+	2	1.9%	5.9%
TOTAL	105	100.0%	100.0%

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

Overall, the staff affected by these proposals are at lower grades than the typical council distribution – 22.9% of affected staff are at the equivalent of PO1 or above, compared to 34.4% of staff across the council. The grade group Sc6-SO2 accounts for over half of affected staff – SO2 is the normal grade for Connexions Personal Advisers, and many Youth Workers are at Scale 6.

The proportion of staff affected by these proposals who are of Black or Minority Ethnic origin is in line with the overall council profile – 57.1% compared to 54.0%. At Sc1-Sc5 and Sc6-SO2 BME representation is in line with the council profile. At PO1-PO3 and PO4-PO7 the proportion of BME staff exceeds the council profile. At PO8+ there is no BME representation, however it should be noted that there are only 2 staff in this category.

5. 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?

- *If No, go to question 8.*

Staff remaining in post or being assimilated – of the 6 staff in this category, 50% are White UK and 50% are BME. This does not indicate a disproportionate impact.

Staff displaced due to no position in new structure – 66.6% of staff in this category are of BME backgrounds, compared to 57.1% of affected staff.

Team Leaders – 1 of the 4 staff is BME, this is an underrepresentation.

Young People's Involvement Officer x 1; Quality Assurance Officers x 2 – 59.3% of staff in this ring fence are BME, this is in line with the staff group overall.

Front line workers – 57.1% of staff in this ring fence are BME, this is in line with the staff group overall.

Admin and data lead – Only two staff are in this ring fence and ethnicity is not recorded for one of them

Administrator – 5 out of the 7 staff in this ring fence are BME, this is an overrepresentation.

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

The percentage change will depend on which staff are appointed to posts. Based on the proposed ring fence arrangements, the percentage of BME staff in the proposed new structure could be anywhere between 39.4% and 73.6%.

7. 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.?

- *If Yes, how many and what effect do they have on the BME %? Show start and end %.*

Affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

Gender

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

Grade Group	TOTAL STAFF	Male		Female			
		No. Staff	% of Grade Group	No. Staff	% of Grade Group	% Females in Council	% Females in Borough
MANUAL	0	0	N/A	0	N/A	49%	
Sc1-5	28	15	53.6%	13	46.4%	68%	
Sc6-SO2	53	20	37.7%	33	62.3%	74%	
PO1-3	11	3	27.3%	8	72.7%	62%	
PO4-7	11	2	18.2%	9	81.8%	64%	
PO8+	2	0	0.0%	2	100.0%	52%	
TOTAL	105	40	38.1%	65	61.9%	67%	49.80%

9. Highlight any grade groups that are very under represented (10% or more difference) compared to the % of females/males in the council.

The overall proportion of males and females in the affected staff group is broadly in line with the council profile. At PO4 and above males are very underrepresented.

10. Do any ring fences disproportionately impact on female or male staff?

- *If No, go to question 13.*

Staff remaining in post or being assimilated – of the 6 staff in this category 50% are male and 50% are female. This does not indicate a disproportionate impact.

Staff displaced due to no position in new structure – of the 21 staff in this category, 11 are male and 10 are female. This does not indicate a disproportionate impact.

Team Leaders – all 4 staff in this ring fence are female, this is an overrepresentation.

Young People's Involvement Officer x 1; Quality Assurance Officers x 2 – 59.3% of staff in this ring fence are female, this is in line with the overall staff group.

Front line workers– 61.9% of staff in this ring fence are female, this is in line with the overall staff group.

Admin and data lead – both staff in this ring fence are female, this is an overrepresentation.

Administrator – 6 out of the 7 staff in this ring fence are female, this is an overrepresentation.

11. By how much do these staff change the % (percentage) of female/male staff in the whole structure? Show start and end %.

The percentage change will depend on which staff are appointed to posts. Based on the proposed ring fence arrangements, the percentage of males in the proposed new structure could be anywhere between 18.4% and 47.3%.

12. 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.?

Affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

Age

13. Provide a breakdown of the current organisation by Grade Group and Age breakdown following the format below

	16-24		25-34		35-44		45-54		55-64		65+		TOTAL
Grade Group	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	No. Staff	% of Grade Group	STAFF
MANUAL	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0	N/A	0
Sc1-5	12	42.9%	6	21.4%	3	10.7%	5	17.9%	2	7.1%	0	0.0%	28
Sc6 - SO2	2	3.8%	21	39.6%	12	22.6%	15	28.3%	3	5.7%	0	0.0%	53
PO1-3	0	0.0%	3	27.3%	2	18.2%	4	36.4%	2	18.2%	0	0.0%	11
PO4-7	0	0.0%	2	18.2%	0	0.0%	9	81.8%	0	0.0%	0	0.0%	11
PO8+	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	100.0%	0	0.0%	2
TOTAL	14	13.3%	32	30.5%	17	16.2%	33	31.4%	9	8.6%	0	0.0%	105
Council Profile	3%		18%		25%		35%		18%		1%		
Borough Profile	14%		27%		23%		16%		10%		1%		

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

The affected staff group has a younger age profile than the council overall. 43.8% of staff affected are under 35 compared to 21% across the council.

15. Do any ring fences disproportionately impact on staff from one age group only?
 • If No, go to question 18.

Staff remaining in post or being assimilated – 4 of the 6 staff in this category are in the age group 25-34, this is an overrepresentation.

Staff displaced due to no position in new structure – There is an overrepresentation of younger staff in this category – 71.4% of staff with no suitable position in the new structure are under 35 compared to 43.8% of the staff group overall.

Team Leaders – three staff are aged 45-54; one is aged 25-34, this is an overrepresentation for the 45-54 age group.

Young People's Involvement Officer x 1; Quality Assurance Officers x 2 – all staff in this ring fence are aged between 25 and 54. 41% are aged 25-34, 28% are aged 35-44, staff in these age groups are overrepresented. 31% are aged 45-54.

Front line workers – All age groups represented in the overall staff group are in this ring fence. 31% of staff in this ring fence are aged 35-44 compared to 16% of the overall staff group.

Admin and data lead – both staff in this ring fence are aged 35-44 and this age group is therefore over represented.

Administrator – there is an overrepresentation of younger staff in this ring fence – 6 out of the 7 are under 35.

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

There is already no representation of staff aged 65+. Depending on the outcome of the recruitment exercise, it is possible that there will be no representation from staff aged 16-24 or 55-64. It is very unlikely that any of the other age bands will not be represented.

17. If Yes, 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.?

Affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

Disability

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

Grade Group	TOTAL STAFF	No. declared disabled Staff	No. staff declared not disabled	No. staff disability not stated	% of Service declared disabled	Council profile
MANUAL	0	N/A	N/A	N/A	N/A	2.8%
Sc1-5	28	3	12	13	10.7%	6.9%
Sc6 - SO2	53	6	17	30	11.3%	6.8%
PO1-3	11	1	2	8	9.1%	2.6%
PO4-7	11	2	3	6	18.2%	6.9%
PO8+	2	0	1	1	0.0%	9.5%
TOTAL	105	12	35	58	11.4%	7.2%
Borough Profile						7.6%

There is an overrepresentation of staff with a disability in the affected group. 12 staff have a disability, this constitutes 11.4% of the group, compared to 7.2% in the council overall.

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

Staff remaining in post or being assimilated – none of these staff have declared a disability

Staff displaced due to no position in new structure – one staff member in this category is disabled, this is not disproportionately high.

Team Leaders – 1 of the 4 staff is disabled, this is an overrepresentation.

Young People's Involvement Officer x 1; Quality Assurance Officers x 2 – 2 of the 32 staff in this ring fence are disabled, this is not disproportionately high.

Front line workers – 4 of the 42 staff are disabled, this is a slight overrepresentation.

Admin and data lead - 1 of the 2 staff is disabled, this is an overrepresentation.

Administrator - 2 of the 7 staff are disabled, this is an overrepresentation.

20. 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.?

Affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

21. 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**
- **Religion/ Belief**
- **Sexual Orientation**
- **Maternity & Pregnancy**

Three of the affected staff are on maternity leave. One is in the ring fence for the front line worker positions and the other is in the ring fence for the administrator positions.

In line with Haringey Council's Restructure Policy, employees who have already commenced a period of statutory maternity or family leave and who have received their letter of dismissal due to redundancy will be offered suitable alternative employment² in preference to any other employee who is similarly affected by redundancy.

The relevant data on gender reassignment, religion/belief, and sexual orientation is not available.

22. 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.

These issues will be addressed in the 'service delivery' EqIA.

Date Part 1 completed - 12/04/2011

² Suitable alternative employment means the work to be done is suitable in relation to the employee and appropriate for her to do in the circumstances, and the provisions of the contract as to the capacity and place in which she is to be employed and the other terms and conditions are not substantially less favourable than they would have been if the employee had continued to be employed under the previous contract. *Haringey Council Restructure Policy*

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

Step 3 – Consultation

Formal consultation with staff and unions on the restructuring of Youth, Connexions and Participation Services commenced on 11th February 2011 and was completed on 20th April 2011. A number of issues were raised and are detailed alongside the management response in Appendix 5 of the report to the General Purposes Committee meeting of 4th May 2011.

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?**

All requests for flexible working are considered on a case by case basis.

2. **What changes or benefits for staff have been proposed as a result of your consultation?**

As a result of the consultation, the following changes have been made to the proposed structure:

- The Youth Support Services Manager post has been removed from the proposed structure and instead there will be an additional Team Leader post at PO4. This is in response to comments that the proposed structure was too 'top-heavy' and that the team leaders would be required to manage and supervise too many staff.
- Three Senior Practitioner posts at PO2 have been created, one of which will have responsibility for completing S139a assessments for young people with learning difficulties and disabilities (this is a statutory duty). All staff ring fenced to the QA and Young People's Involvement posts will be eligible to apply for these roles.
- The Site Manager post has been retained.
- The remit of the Quality Assurance officers has been extended to include responsibility for building links with voluntary and community organisations that work with young people. The job title for these posts is now Community Development and Quality Assurance Officer.
- Some changes have been made to the line management arrangements – please see the structure chart at Appendix 5 of the report to the General Purposes Committee meeting of 4th May 2011.
- The Front Line Worker role is now termed Young People's Practitioner. There are now 8.5 FTE posts rather than 15. This is partially due to the creation of the Senior Practitioner posts, but also results from further consideration of the overall service budget, including premises, activity and other running costs.
- The 8.5 FTE Young People's Practitioners will include a minimum of 3 full-time staff with experience of delivering IAG and 3 full-time staff with experience of delivering positive activities for young people in either a targeted or universal

setting. The remaining 2.5 FTE will consist of a mix of part-time and full-time staff with a range of relevant skills and experience.

- The new proposed structure contains a greater proportion of full-time to part-time posts. Taking the Team Leader and Front Line Worker roles, there were previously 9 full-time and 22 part-time positions (=17 FTE). There are now 12 full-time roles and 2.5 FTE roles which can be allocated to a mix of part-time and full-time staff (making 14.5 FTE).

Overall the proposed new structure consists of 25.5 FTE posts, compared to 28 in the initial proposal, so more staff will be displaced. The changes to the proposed structure do not significantly affect the ring fence arrangements – that is, staff are essentially in the same ring fences for slightly fewer posts. With the introduction of the Senior Practitioner roles, there are now more posts at PO2 and fewer at PO1. However, as most of the staff ringfenced for the PO1 positions are also ringfenced for the PO2 positions, the equalities impacts of the proposal discussed in part one of this assessment are likely to remain unchanged.

3. If you are not able to make changes – why not and what actions can you take?

N/A

4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?

Yes

5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?

Please see service delivery EqIA.

6. How can you mitigate any negative impact for service users?

Please see service delivery EqIA.

Date Steps 3 & 4 completed – 21/04/11

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.**

To be completed following completion of recruitment process.

- 2. If there are adverse impacts how will you aim to address these in the future?**

It is proposed that affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

- 3. Identify actions and timescales for implementation and go live of your new service offer.**

It is intended that the interviews of existing staff will be completed by June 2011, however the new structure may not be fully implemented until September 2011.

- 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?**

To be completed following General Purposes Committee decision on the proposal.

- 5. Identify the timescale and actions for review of the restructure to ensure it achieved the expected benefits/ outcomes.**

The Head of Youth, Participation & Community will ensure that processes for monitoring the work of the service and evaluating impact are in place. A review will be undertaken after the first 18 months of operation.

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: Jan Doust
DESIGNATION: Deputy Director, Early Intervention & Prevention
SIGNATURE:
DATE:

QUALITY CHECKED BY (Equalities,)

NAME: Helena Pugh
DESIGNATION: Policy, Equalities & Partnerships Manager
SIGNATURE:
DATE:

SIGNED OFF BY Director/ Assistant Director

NAME:
DESIGNATION:
SIGNATURE:
DATE:

SIGNED OFF BY Chair Directorate Equalities Forum

NAME: Ian Bailey
DESIGNATION: Deputy Director, Business Support & Development
SIGNATURE:
DATE:

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

APPENDIX 4

Equalities Impact Assessments Screening Tool Guidance

The Council understands that a pragmatic approach to undertaking Equalities Impact Assessments (EqIA) is essential and that some policies, projects, functions or major developments/planning applications are more relevant to and have a greater impact on equality and diversity than others.

Because of this we have developed this screening tool to help officers to identify:

- the relevance of each policy, project, function or major development/planning application to equality
- whether an EqIA should be undertaken

The screening process must be used on ALL new policies, projects, functions, staff restructurings, major developments or planning applications, or when revising them. It should also be used to help identify existing policies or projects that should be subject to an assessment. An EqIA is a thorough and systematic analysis and should ensure that we give due regard to the effect the actions we take as an organisation could have on residents, customers and staff, in the delivery of services and employment practices.

Equality Impact Assessments are intended to:

- encourage a more proactive approach to the promotion of equality within public policy development
- identify any adverse equalities impact and detail actions to reduce this impact
- detail positive equalities impacts

Is a full Equalities Impact Assessment required?

- **If the answer to any of the questions below is yes, consideration must be given to undertaking a full EqIA.**
- **If the answers to all of questions below are no you do not need to undertake an EqIA, however you will need to provide a detailed explanation for this decision in the last column.**

In either case, please submit the e-form to equalities@haringey.gov.uk and include the explanation as part of the Equalities comments on any subsequent related report.

Equalities Impact Assessments (EqIA) Screening Tool

1.	Name of the restructure: Youth, Connexions and Participation			
2.	<p>Brief summary of the above: The proposal is to reorganise the council's Youth Service, Connexions, and Children, Young People, Parent & Community Participation Service into a revised structure that will:</p> <ul style="list-style-type: none"> • Deliver the statutory responsibilities of the Local Authority • Prioritise provision for at risk and vulnerable groups • Meet the needs of the community and the aspirations of young people • Achieve a significant cost saving <p>All of these services work directly with young people, and the reduction in funding for this area is large. There will certainly be an impact on service users, so a service delivery EIA will be carried out. A staffing EIA will also be carried out to address the equalities impacts of the employment implications of these proposals.</p>			
3.	<p>Lead Officer contact details: Jan Doust jan.doust@haringey.gov.uk 0208 4893150</p>			
4.	Date: TBC			
	Response to Screening Questions	Yes	No	Please explain your answer. If answering YES but after consideration a full EqIA is not necessary please provide a detailed explanation³ for NOT undertaking a full EqIA
5.	Could the proposed restructuring or the way it is carried out have an adverse impact on any of the key equalities protected characteristics age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation? Or relations between any equalities groups?	Yes		The reduction in funding is large so it is likely that there will be an impact on a number of equalities strands.
6.	Is there any indication or evidence (including from consultation with relevant groups) that different groups have or will	Yes		

³**NB This explanation MUST be included in the Equalities comments in all subsequent reports relating to this issue.**

Equalities Impact Assessments (EqIA) Screening Tool				
	have different needs, experiences, issues and priorities in relation to the particular policy/project/function/major development/planning application? Or do you need more information?			
7.	If there is or will be an adverse impact, could it be reduced by taking particular measures?	Yes		
8.	By taking particular measures could a positive impact result?	Yes		
9.	As a result of this screening is a full EqIA necessary?	Yes		Both a staffing and service delivery EIA will be carried out.

Signed off by Lead Officer: _____

Name: _____

Designation: _____

Date: _____

Signed off by Policy, Equalities and Partnerships Team: _____

Name: Arleen Brown _____

Designation: Senior Equality Officer _____

Date: _____

APPENDIX 5

Youth, Connexions and Participation Restructure – Summary of Consultation Responses

(1) Consultation Meeting Monday 28th February 2011

The table below sets out the points raised by staff and unions at the consultation meeting, and the management response which was issued on 29th March 2011. For some points, further management comments were added following the end of the consultation period – these comments are marked as such. The points have been grouped together.

Comment	Response
<i>Overall shape and direction of the service</i>	
Which young people will the service be targeted at?	As the Youth, Participation and Community Service will be part of the Early Intervention and Prevention Business Unit, the work of the team will be targeted at those young people who are at risk e.g. young people on CP plans, who are looked after, who are at risk of entering the criminal justice system, who live in a household where there is domestic violence etc.
There's not enough detail on what the job will entail, what the hours will be or where posts will be based – staff need this information to make informed decisions e.g. about whether to go for VR	The hours and the bases of the posts will be determined by service need
What age group will the service target?	Initially the service will continue to target 13 – 19 year olds. However, young people have indicated that they think it makes sense to lower the age range as part of an Early Intervention and Prevention strategy so this will be considered.
There's not enough detail in the proposal on the vision for the new service, what the aims will be, how we will work, who we will work with and so on.	We have always said that young people will be integrally involved in the shaping, planning, delivery and evaluation of a new service therefore it would be wrong to be too specific. Equally it would be wrong to not involve staff in the creation of a vision for the direction of a new Service. The consultation document refers to locality working with colleagues in Children's Centres and After school childcare as a potential model of delivery
This was previously presented to us as a review of Youth & Connexions, now we see that Participation has been included – when was this and what is the rationale?	The newly created department is Youth, Participation and Community. This was included in Rethinking Haringey which can be seen on Harinet and was distributed at the Chief Executive's briefing. Therefore there is a clear logic to include the Participation team as part of the review and restructure.

Comment	Response
<i>The restructure process</i>	
The Job Descriptions should have been evaluated before beginning consultation	The Job Descriptions are in the process of being evaluated, and the consultation period has been extended accordingly. <i>Update 21/04/11 – the job descriptions have now been evaluated and will be distributed alongside the response to the consultation. It should be noted that there is no requirement to evaluate JDs before beginning consultation.</i>
An Equalities Impact Assessment needs to be completed at an early stage	An Equalities Impact Assessment, by definition of its function, can not be completed until the final stages of the process, as it includes all aspects of consultation. We have given an assurance to the Trade Union that, once it is signed off by the Equalities Officer, it will be given to the Trade Union for circulation. <i>Update 21/04/11 – the Equalities Impact Assessments are included as appendices to the report to the General Purposes Committee.</i>
Current youth service roles need to be evaluated under single status before proceeding.	This exercise is underway, and the consultation period has been extended accordingly. <i>Update 21/04/11 – this exercise has been completed.</i>
<i>Service structure and posts</i>	
Why are there so many part-time posts, especially at 12 hours, and so few full-time? If we are going to target our work at vulnerable young people then we need to be available during the day to work with other professionals.	The rationale behind the blend of full and part time posts is that we can be flexible to young people's needs (i.e. meet with them at a time that is suitable for them) and provide a resource that is cost effective (i.e. we do not need full time staff only to work evenings). However, the purpose of the consultation exercise is for colleagues to present alternatives and we look forward to receiving these. <i>Update 21/04/11 – the new proposed structure contains a greater proportion of full-time to part-time posts. Taking the Team Leader and Front Line Worker roles, there were previously 9 full-time and 22 part-time positions (=17 FTE). There are now 12 full-time roles and 2.5 FTE roles which can be allocated to a mix of part-time and full-time staff (making 14.5 FTE).</i>
The ring-fencing and the structure need to be looked at again – at the moment, managers and their staff are in the same ring fence	This is being done. However, the net effect of revisiting the ring fence is that it may increase the number of displaced positions. <i>Update 21/04/11 – this has now been completed</i>
Why is there a requirement for 'front-line workers' to have a Level 4 NVQ? This has not previously been a requirement for youth workers, and will make many staff ineligible to apply.	This is being revisited and will be evident in the newly distributed job descriptions. <i>Update 21/04/11 – see response to point 18 in section (2) below.</i>
Why do we need 2 QA officers? What will their role be?	Please see the job description for further details of the role.
Why do we need 2 SM grade managers? Why is the youth	A response will be provided following the completion of the consultation

Comment	Response
support manager post graded at SM1, seems more like a PO6 post. Please provide more detail on these posts to justify having this level of senior management.	period. <i>Update 21/04/11 – the SM1 post has now been deleted</i>
There aren't enough team leader posts. Its not possible or safe (e.g. in terms of supervision) for 2 people to manage 29 staff – at least 3 posts are needed.	A response will be provided following the completion of the consultation period. <i>Update 21/04/11 – an additional Team Leader post has been created, plus three Senior Practitioner posts.</i>
The JD for the Administrator role should include financial responsibility	There is currently a financial review taking place which will reduce the number of posts in finance. The Corporate view is that Budget Managers will be responsible for managing the financial position of the department through SAP
There are 2 tracking assistant posts in the new structure. Currently we have 1 full time and 1 part time (0.4) tracking assistant, so are you proposing an increase?	The proposal in the consultation document is for no change to the existing tracking assistant posts. <i>Update 21/04/11 – the new structure contains 2 FTE Tracking Assistant posts. This means there is a 0.6 FTE vacancy for a Tracking Assistant. All staff ring fenced for the administrator role will be eligible to apply for this position.</i>
The Admin and data lead role is too big a job for one person, given current number of staff involved in delivering this work.	A response will be provided following the completion of the consultation period. <i>Update 21/04/11 – there is 0.6 FTE more capacity in the tracking assistant posts which will support the work of the admin and data lead. We recognise that the workload of this post may be substantial and will monitor this closely.</i>
It would be better if there were specific JDs for specific roles (e.g. detached worker, key worker) rather than a generic front-line worker role, as the skills required are different.	A response will be provided following the completion of the consultation period. <i>Update 21/01/11 – we are not proposing specific JDs for specific roles however we will ensure that the proposed structure has a mix of skills and experience to meet the needs of young people.</i>
How can participation remain a priority if we are going from 7 to 2 staff?	The meaningful and comprehensive involvement of young people will be the priority. It will be in everyone's job description to make sure this happens
<i>Role of the Voluntary & Community Sector</i>	
What is the 'community' element of Youth, Participation & Community all about?	This will include building links with Voluntary & Community Sector organisations that work with young people as well as developing links with all communities in Haringey so that we fully understand their needs
Will we commission services from the Voluntary & Community Sector?	This is a possibility but we will need a) to determine what we would want to commission and b) if there are suitable providers in the local market
How can you say that the Voluntary & Community Sector will be	I am not sure where this is referred to in the consultation document or in

Comment	Response
able to pick up the work that we will no longer be doing? They don't have the capacity, and they are getting cut too.	what context. The aspiration of the Coalition Government is that the third sector will be able to take on some of the roles currently undertaken by the public sector.
The future	
What will the training and support be for the new roles?	Ongoing training and support will be identified as part of an induction programme
Why has the Bruce Grove site manager post been deleted? Are you therefore closing Bruce Grove?	All posts have been deleted. A review of all buildings will take place, with young people, once a new structure has been agreed. <i>Update 21/04/11 – there is a site manager post in the new structure, recognising that the use of the buildings is continuing during the transition period. Centre-based provision will be planned according to the needs of young people in the locality.</i>
What's the plan for the buildings? Which ones are we keeping and which not?	See answer above
Will there be more cuts next year? Can you explain why there is a small saving identified for next year? Where will the cuts fall next year?	The Council will need to make additional savings for 2012/13 and 2013/14. The entire budget reduction for Youth, Connexions & Participation has been allowed for over 2 years as we knew we were not going to be able to make the savings necessary from 1.4.2011. Hence there is a smaller amount profiled against next year's budget.
Will there be funding in future years for the participation posts?	This question arose from a sentence in the original consultation document regarding participation funding that was insufficiently clear. Some people took the sentence to mean that funding was available for participation posts for one year only – this is not the case. However, given that the Council will need to make additional savings over the next 2 years (see above), it is not possible to confirm the security of any position
Is there a transition plan for how we will move to the new service?	A transition plan is being prepared
Other	
Why is there no mention of support for young people with SEN/LDD in the consultation document or the JDs? Who is going to do the S139As in the new service?	This is being discussed with the Head of Additional Needs. A fuller response will be provided following the completion of the consultation period. <i>Update 21/04/11 – there is a senior practitioner post in the new structure with responsibility for LDD.</i>
Evening work - the current contract for Connexions staff requires them to work 10-12 evenings per year. There is a Health & Safety requirement that staff work a maximum of 3 evenings per week. The new JD requires staff to be available to work up to 4 evenings per week. This is a very big increase and is unfair on staff with families.	I do not know of such a Health and Safety requirement so would be grateful if staff could point me in the right direction to access this information. This clearly is not true for many other members of the Council who routinely work evenings. If the service is to have young people at the heart of it, then we have to make sure that we have a workforce (particularly a much diminished work force) that is flexible to their needs.

Comment	Response
	Hence the requirement to be available. This does not necessarily mean that staff will be working every evening.
What is the position with schools potentially employing their own Connexions PAs?	Schools are able to employ their own PA if they believe that this will add value to their curriculum. However, I do know that some Connexions colleagues would believe that this will detract from the impartiality of advice and guidance if the school is the employing body

(2) Haringey Unison Restructure Consultation Response, 20th April 2011

For ease of reading, the Unison consultation response has been set out in a table with the management response alongside.

Redundancies

Haringey unison recognise the difficult financial situation the Council is currently in; however in all such proposals we are formally restating our complete opposition to compulsory redundancies as a way of achieving reductions. It is our belief that the Council should be operating a joined up approach to managing change this should include creative use of “bumping” to facilitate Voluntary redundancy applications and avoid compulsory redundancies. Allied to this proactive consideration of options such as voluntary reductions in hours, flexible working etc should be considered where staff support these the normal business case process should not be applied. The presumption as a family friendly good employer should be that the manager is required to make a business case AGAINST the staff’s proposals. We are concerned that the current approach in this respect may in fact cause unnecessary redundancies rather than preventing them. In essence it requires staff to be appointed then to apply for reductions in hours rather than allowing them true creative and meaningful consultation on alternatives to the cuts.

We are aware that there is some staff that currently work less than full time and would seek clarity on how they will be dealt with in the recruitment process?

It should be noted that on 25th February 2011 I formally requested that the Youth, Connexions & participation consultation document be withdrawn due to:

- The Consultation document does not make any reference to how the Youth, Connexions and participation service will be delivered.
- All of the job descriptions that have been issued only have indicative grades on them. I do not believe that all of the job description will be evaluated to these indicative grades. Thus this would have an effect on the overall staffing budget.
- No job descriptions for the PO6 & PO7 Participation posts have been issued with the consultation document, thus making the consultation pack incomplete.
- As only the employees of the Connexions Service have had their current job descriptions re-evaluated under Single Status, this puts the employees of the other services at a disadvantage as they could be placed into the wrong ring fences for posts. This would be a particular issue in the case of Youth staff who are currently employed on JNC pay grades.
- No Equalities Impact Assessment has been issued with the consultation document, thus making the consultation pack incomplete.

Of the above points we have still not been given any information on:

Ref	Comment	Response
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Ref	Comment	Response
1	<p>How this service will be delivered, or what the vision for the future is, apart from “the service will target those most at risk.” This has not been helpful. There’s not enough detail on what the posts will entail, what the hours will be or where posts will be based. This has left staff feeling that they are unable to make informed decisions on if they want to be part of the new structure or whether to go for VR. This point was raised at the meeting with management on 28th February, but still this issue has not been addressed by management.</p>	<p>The proposed Youth, Participation & Community service is based on the principles of:</p> <ul style="list-style-type: none"> • Frontline services - Delivering activities and one to one work with young people • Quality Assurance - Making sure that the quality of services delivered to young people is the best that it can be • Citizenship - Involving young people at all levels of making decisions and encouraging volunteering of young people in their community <p><u>Frontline services</u> - The priorities for frontline staff in the proposed Youth, Participation & Community Service are to target vulnerable groups of young people and, in partnership with the relevant statutory and community organisations to focus on working with young people and families for whom we know that there are enhanced risk factors in place to offer:</p> <ul style="list-style-type: none"> • relevant positive activities • opportunities for accreditation • information, advice and guidance to inform and enhance life chances • ongoing assessment and support through key worker/lead professional role <p>In addition, the proposal for the Youth, Participation & Community Service broadens the scope and remit of web based and/or social network provision to inform and involve more young people and, in particular, ensure that all young people have access to information, advice and guidance.</p> <p><u>Community Development and Quality Assurance</u> – The quality assurance remit of the proposed Youth, Participation & Community Service would include:</p> <ul style="list-style-type: none"> • Developing, agreeing and monitoring clear quality standards in conjunction with young people for services that are managed by the Council, commissioned or those that we signpost to in

Ref	Comment	Response
		<p>the voluntary and community sector. They will also engage with the third sector to ensure that there is an agreed and shared understanding of quality across the borough</p> <ul style="list-style-type: none"> • Work with the Third Sector to further develop capacity and ensure a shared understanding of quality across the Borough • Addressing professional issues where relevant e.g. supervision • Training and staff development programmes and monitoring for effectiveness • Ensuring safeguarding protocols are in place (e.g. CRBs are current and kept up to date, mandatory training programmes are delivered) • Ensuring tracking systems are in place and maintained to a high standard, providing schools and other agencies with data/information on learning and employment destinations of young people. <p><u>Citizenship/Involvement of young people</u> - Ensuring that young people are involved and engaged in planning, monitoring and evaluating delivery and direction forms the foundation of the proposed Youth, Participation & Community Service. It is proposed that this would include:</p> <ul style="list-style-type: none"> • Establishing systems so that young people are routinely involved in informing strategic and operational decision making including shaping, planning, delivering and evaluating services. • The remit of this team would include work with the Youth Council and the Children in Care Council as well as broader developments so that young people in the target groups identified can engage in decision making processes. • Liaising with Haringey Council for Voluntary and Community Service (HAVCO) to make sure that there are skilled and trained workers in the voluntary sector • Ensuring that systems and processes are in place to encourage and record young people's volunteering including offering (accredited) training if appropriate. <p>There will be a team leader for each Children's Network area and the service will be delivered in localities according to need. The</p>

Ref	Comment	Response
		deployment of the hours of work and the bases of the post will be subject to the needs of young people within the locality.
2	We have still not been advised of the grades of the proposed structure job descriptions, as all the JD's that we have seen have indicative grades. We still feel that the JD's should have been properly evaluated before the consultation document was issued	Job descriptions for the posts in the proposed structure have now been evaluated and will be circulated to staff along with the management response to the consultation.
3	Despite further requests we have still not been provided with the PO6 & PO7 Participation JD's.	These job descriptions have not been circulated because no change has been proposed to these posts. The posts, and funding for them, has been transferred into the new structure from what was the Children, Young People, Parent & Community Participation Service. The posts will become part of the new Youth, Participation & Community service but are not themselves within the scope of this restructure. It is planned to review these posts in future.
4	With regards to the single status issues, we feel that this has been handled badly. The Youth employees have felt that this process was very rushed. Considering that a meeting re single status was held with all staff in July 2010 and then nothing happened until this issue was raised as a matter of urgency re this consultation and the ring fence arrangements has proved very stressful for the staff.	We acknowledge that the single status evaluations were conducted more quickly than would usually be the case and we recognise that this may have increased colleague's anxiety. The reason for the urgency has been to ensure that the required budget savings are achieved and thereby avoid the need to make further redundancies.
5	The original ring fence arrangements that were issued with the consultation document on 11 th February were completely inappropriate, and were in breach on Council policy. As it put employees whose grades ranged from PO2 to JNC (Youth worker grades) broadly equivalent to as low as NJC Scale 3 in the same ring fence. This has given many of the youth workers false hope that they would be considered for a position within the new structure, where in reality this is not the case, as the single status evaluations and new ring fence arrangements have shown.	The notes from the midway meeting indicated that revisiting the ring fence arrangements as requested by staff and by Unison would potentially lead to increase in the number of staff with no position they could apply for in the new structure.
6	The proposed structure is far to top heavy with an SM2 & SM 1 management structure. There seems to be no justification for the SM1 post. The job description (with its indicative grade) is clearly an operational post and does not warrant this grade.	The SM1 post has been removed from the proposed structure.

Ref	Comment	Response
7	<p>The document does also not give any information re the capital infrastructure of the Youth service. We are still unclear re the status of the Youth Centres. That fact that the site manager's post at Bruce Grove Youth Centre has been deleted gives the impression that Bruce Grove is to be closed, thus creating more uncertainty for the staff.</p>	<p>The proposed structure now includes the Site Manager post, recognising that the use of the buildings is continuing during the transition period. Centre-based provision will be planned according to the needs of young people in the locality.</p>
8	<p>With regards to the Equality Impact Assessment (EIA) – we accept that the EIA needs to be added to at different stages of the consultation process. But Phase one of the EIA, (the staff effected by proposal) is meant to be done during the early stages of consultation so that the information can be part of the consultation document issued to staff. Yet the only information that has been issued to Unison is the e-mail from Tom Fletcher on the 22nd March, (Which contained all the CYPS EIA to date). In relation to this consultation, the EIA info that was included was the screening documentation. We have still not been provided with the Staff EIA information that should have been available.</p>	<p>Both Staffing and Service Delivery Equalities Impact Assessments have been completed and are included as appendices to the report to the General Purposes Committee.</p>
9	<p>Unison is also very concerned that the level of proposed funding cuts and the changes to the service will have a massive adverse affect on the client group. The Youth service has provided a lifeline to many of its users in the past years. It has provided "safe spaces" for youth to use as well diversion activities for Youths who may have ended up in crime relation situations. We feel the level of cuts being proposed could result in a rise in Youths being exposed to:</p> <ul style="list-style-type: none"> ➤ Crime related situations. ➤ Gang culture. ➤ Situations involving guns and knives. ➤ Safe guarding issues. <p>From the discussion I have had with many Police Officers from the various Safer Neighbourhood Teams across Haringey it is clear that they also share the same fears.</p>	<p>Management also recognises that the proposed budget reduction may have an adverse effect on the lives of young people. Therefore we have to:</p> <ul style="list-style-type: none"> (a) ensure that targeting of provision is effective; and (b) signpost to voluntary and community sector organisations that work with young people and work with them to develop capacity
10	<p>In relation to the changes within the connexion provision, again the level of changed to this area of the service and the loss of the dedicated service to schools will have a devastating affect for the students.</p>	<p>See 9. above.</p>

Ref	Comment	Response
<p><i>The following are comments, issues and alternative proposals from the different groups of staff affected by this restructure document. Not all the following suggestions are necessarily fully supported by Unison as the comments makes suggestions of staff cuts, which Unison would always oppose. These comments do however make some extremely valid points and suggestions, which Unison feels should be given fair consideration.</i></p>		
11	<p>1. JOB DESCRIPTIONS: The objectives of the JDs do not reflect the outcomes and priorities of the councils priorities listed in the Rethinking Haringey document. Namely these are:</p> <ul style="list-style-type: none"> • <u>Outcome One: Thriving</u>: Regenerating the borough; creating opportunities for employment and educational attainment; tackling low income and poverty; providing a balance of different types of homes which offer quality, affordability and sustainability • <u>Outcome Two: Healthier</u> Tackling health inequalities amongst children and adults; promoting healthier lifestyles and independence • <u>Outcome Three: Safer</u> Reducing the incidents and fear of crime and anti-social behaviour; safeguarding children and adults • <u>Outcome Four: Sustainable</u> Tackling climate change and managing our environmental resources more effectively; ensuring an attractive, clean, sustainable environment • <u>Outcome Five: Empowered</u> Promoting opportunities for community involvement and volunteering; enabling self reliant communities <p>Based on this we would like to know:</p> <ul style="list-style-type: none"> •What assessments of young peoples needs were used to develop the objectives of these posts (i.e. young offenders, young people with disabilities, schools excludes etc) and to ensure that this structure complimented other services for young people who would also be cut or reduced (i.e. the Youth Offending Service)? 	<p>A job description sets out the roles and responsibilities for a particular post. The performance appraisal process identifies objectives to be delivered in line with the council's priorities.</p> <p>Haringey Children's Trust Early Intervention and Preventative Strategy (2010) identifies a number of risk indicators and protective factors and these will provide the guiding principles for the new service.</p> <ul style="list-style-type: none"> • Looked after young people • Young people who are subject to a Child Protection plan • Young people who are gradually engaging in drugs and/or alcohol or whose parents are regularly engaged in drugs and/or alcohol • Young people living in households where there is domestic violence • Young people who are living in temporary/unsuitable accommodation • Young people who are attending the Pupil Support Centre • Young people whose parents were teenage parents • Young people who are drifting into engagement with the Criminal Justice System • Young people whose siblings are engaged in gang activity (and their siblings) • Young people with disabilities

Ref	Comment	Response
12	<p><u>Senior Management Posts:</u> The council's rules for re-designing services in the re-thinking Haringey Document are: managers should typically be directly responsible for 8 staff and no less than 5. The current proposals for the four highest graded managers/officers have no more than 3 directly responsible staff. We would like to know:</p> <ul style="list-style-type: none"> ○ The reasons behind why the four highest graded posts are not fitting within this rule? ○ In the climate of efficiency savings where the council pledges to protect frontline delivery, what has been the financial justification for allocating at least 10% of the total proposed budget on senior management. ○ In light of the proposed 75% reduction in the budget, it is fair to assume that the council will be running a reduced service reflecting the same percentage. Therefore, the roles and responsibilities of the two SM posts would in turn reduce. Therefore, has the two posts been regarded to reflect the reduction of workload? ○ Managers are expected to undertake the full range of duties as specified in the management standards- budget, people, resource management etc. The JD for the SM1 manager stipulates there is no budget responsibility, this falls outside of the guidance. ○ Both the SM1 post and PO4 posts cite they are responsible for frontline delivery staff ○ The current SM1 post holder is being assimilated into the new structure. We feel that there has been a substantial change to the post holders responsibilities and the number of staff they are to manage to justify an assimilation as per definition of the council policy 	<p>The SM1 post has been removed from the proposed structure.</p>
13	<p><u>PO6/PO7 Posts:</u></p> <ul style="list-style-type: none"> ○ The current post holders appear to retained in these posts, the grades indicates that this could have been open to a further 4 employees, but they have not been afforded the right to apply ○ We believe based on our knowledge of the participation strategy officers role (in absence of their job description) that their role is comparable to the youth services Participation & 	<p>The posts, and funding for them, has been transferred into the new structure from what was the Children, Young People, Parent & Community Participation Service. The posts will become part of the new Youth, Participation & Community service but are not themselves within the scope of this restructure. It is planned to review these posts in future.</p>

Ref	Comment	Response
	<p>Inclusion Managers post (PO5) and this role should be offered at the very least as a closed ring fence.</p> <ul style="list-style-type: none"> ○ The two staff coming from the CYPS Participation are coming on a PO7 and PO6 grade, this is the current grade for the senior managers/deputy heads of the youth service and connexions team. Is there a consistency between the three services in regards to their grading? What was their previous roles and responsibilities? The two current deputy heads of youth service are on a PO7 and have been re graded as PO7 following single status, however the revised JD's submitted by head of service took out some key aspects of roles carried out by the two deputies for several years. ○ The current post holders of PO7 and PO6 from the CYPS Participation team are being assimilated/slotted into the new structure. We feel that there has been a substantial change to the post holders responsibilities and the staff they are to manage to justify an assimilation/slot in as per definition of the council policy 	
14	<p><u>PO4 Posts:</u></p> <ul style="list-style-type: none"> ○ The two team leaders are expected to manage a total of 29 staff between them (or 14-15 each). We would like to know if there has been a risk assessment undertaken in regards to this quantity. One of the key concerns of the serious case review of the Baby Peter case was the lack of quality supervision front line staff were given, as the service is moving towards prioritising the most vulnerable the supervision of the staff would need to be of robust quality and we do not believe a ratio of 1:14 would safely supply this. ○ There is a vast grade jump within the structure with SM1 managers managing PO4 post. ○ Both the SM1 post and PO4 posts cite they are responsible for frontline delivery staff ○ The two posts only cover the North and South of borough, the structure has failed to ensure any service coverage of the west of the borough. We would like to see the needs assessments that led to the decision of excluding vulnerable young people in the west of the borough access to a support service. Our 	<p>In the revised structure there are now three team leaders rather than two. Three Senior Practitioners posts have been created and their role will be to support the Team Leaders in supervision and case management.</p> <p>In the revised structure, the three team leader posts will each manage a small team of Young People's Practitioners. The teams will each be designated to a Children's Network area, however they will need to be flexible and to work across the networks according to need.</p>

Ref	Comment	Response
	<p>specific concerns are</p> <ul style="list-style-type: none"> ○ The highest increases of teen population is occurring in the west of the borough, questioning the future proof assessment of this structure. ○ There is still a vast proportion of the west which fall within the top 20-30% most deprived areas in the national indexes of deprivation ○ All of the local authorities childrens homes are located in the west of the borough ○ Geographically the west area is making up nearly 50% of the borough ○ The west of the borough is the location of more secondary schools ○ The west is home to more young people with statements than the north and south of the borough. 	
15	<p><u>Specific concerns regarding the current West Area Co-ordinator</u></p> <ul style="list-style-type: none"> ○ The current West Area Co-ordinator (WAC) is considered as the youth service equivalent to the area based team leaders within the connexions service. The role in regards to delivery within a network area is considerably similar. However, it appears one was paid on PO2 and one was paid on PO4. In the absence of a single status review we believe it is highly possible that this employee has been restricted in his opportunity to apply for these posts. ○ Under the equality impact assessment, all employees able to apply for this post (PO4) are ring fenced to a female only set of candidates. 	<p>The Area Co-ordinator posts have been evaluated under single status as PO2, this means they will not be able to express an interest in the PO4 Team Leader posts. However, the Area Co-ordinator will be included in the ring fence for the Senior Practitioner posts</p>
16	<p><u>Youth Involvement Officer:</u></p> <ul style="list-style-type: none"> ○ The roles and duties of this post reflect that of the current Professional Youth Worker within the youth service participation and inclusion team, why was an assimilation not considered? 	<p>There are currently two staff within the youth service Participation and Inclusion Team at a similar grade to the proposed post. However, there are a number of staff across the service whose role includes youth involvement, therefore recruitment to this post will be via open ring fence.</p>
17	<p><u>Quality Assurance Officers x2</u></p> <ul style="list-style-type: none"> ○ The previous youth service structure only required one employee to carry out the quality assurance role and this was 	<p>The scope of these posts includes capacity building and quality assurance for voluntary and community sector provision. The reduction in the size of the workforce means that this will be</p>

Ref	Comment	Response
	<p>combined with a lead for service training. We are not clear why two would be required in a significantly reduced structure.</p> <ul style="list-style-type: none"> ○ The job description requires knowledge and experience not commonly associated with that of the front line staff able to apply 	<p>crucially important.</p>
18	<p><u>Frontline Workers</u></p> <ul style="list-style-type: none"> ○ Why are all JD's stating that it is essential for staff to have a minimum qualification at level 4, when managers are fully aware that this has never been a criteria for youth workers in the past and the opportunity for achieving a level 4 qualification within the youth service was not mandatory training. This requirement in affect discriminates all youth workers currently employed within the service, as most are qualified to level 2/3. ○ 	<p>The proposed ring fences for the PO1 Young People's Practitioner positions incorporates staff from Sc6 to PO2. All staff in this ring fence will be considered for these positions and no member of staff will be eliminated from consideration due to not having a level 4 qualification.</p> <p>A newly emerging national qualification is being proposed for Young People's Practitioner staff which is suggested to be at NVQ Level 5. Therefore we need to ensure that plans are in place for the workforce to enable us to meet this requirement.</p>
19	<p><u>Frontline Workers</u></p> <ul style="list-style-type: none"> ○ There is only 7 full time posts from front line delivery staff compared to approximately 40 within the previous structures. We believe this will have an increased negative impact on meeting the needs of young people in the borough. 	<p>With the scale of budget reduction made to the service it is inevitable that there will be a large reduction in staff.</p> <p>The new proposed structure contains a greater proportion of full-time to part-time posts. Taking the Team Leader and Front Line Worker roles, there were previously 9 full-time and 22 part-time positions (=17 FTE). There are now 12 full-time roles and 2.5 FTE roles which can be allocated to a mix of part-time and full-time staff (making 14.5 FTE).</p>
20	<p><u>Frontline Workers</u></p> <ul style="list-style-type: none"> ○ Staff previously on PO2 and Professional youth work grade currently have line management responsibilities, they have been ring fenced for posts without line management responsibilities and we believe this also this equates to a loss of status 	<p>The proposed structure now includes Senior Practitioner posts at PO2 which will support the Team Leader in supervision and case management.</p>
21	<p><u>Frontline Workers</u></p> <ul style="list-style-type: none"> ○ In the initial consultation document proposed, staff who are on scale three and below were informed that they are part of the open ring fence . we have received an updated document on 18th April (two days before the end of consultation) informing all 	<p>The notes from the midway meeting indicated that revisiting the ring fence arrangements as requested by staff and by Unison would potentially lead to increase in the number of staff with no position they could apply for in the new structure.</p>

Ref	Comment	Response
	<p>staff on scale 3 and below that they are now no longer part of the ring fence, is this justified?</p>	
22	<p><u>Administrators</u></p> <ul style="list-style-type: none"> ○ The current PA to head of service is being assimilated into position elsewhere in the CYPS, this opportunity has not been given to other administrators within the youth service and connexions team 	<p>The postholder was employed 0.5 within Early Years and 0.5 within Participation. The 0.5 Early Years role is continuing and the decision to assimilate the remaining 0.5 elsewhere in the C&YPS was taken in relation to the Early Years review.</p>
23	<p>5. Flexible Working</p> <ul style="list-style-type: none"> ○ Working four evenings a week is against the flexible working conditions for employees in regards to child care and family commitments. 	<p>According to the council's flexible working policy, "The council intends to provide a 24/7 service to the public to meet their increasing expectations of access to council services". The council has a specific duty to seriously consider requests to work flexibly if the reason for the request is to fulfil a caring responsibility. These applications will be considered with reference to the demands of the service.</p>
24	<p>6. Health and Safety Concerns</p> <ul style="list-style-type: none"> ○ We have been unable to ascertain who will be taking the lead on the health and safety management within the new structure. This post is currently held by a site manager who has been denied the opportunity to apply for current posts within the structure. 	<p>Health and safety management is not a role held by the site manager – it is a managerial responsibility. There is a site management role in the revised structure.</p>
25	<p>7. Training and Development Concerns</p> <ul style="list-style-type: none"> ○ The new structure omits any form of training development roles 	<p>Training & Development is moving to a centralised function within the council. Within the service, the Head of Service will have overall responsibility for training & development, which may be delegated to a Community Development and QA Officer.</p>
26	<ul style="list-style-type: none"> ○ In our proposed structure 5 members of staff 3 of which are the current operational managers, have not been provided any retention or developmental opportunities, redundancies have been given prior to consultation and three members of staff have found this out via email without any pre meetings. 	<p>With the exception of the two service areas which formed part of the 'in-year' savings for 2010/11, the only redundancy notices which have been issued are to colleagues who have successfully applied for voluntary redundancy.</p> <p>Staff issued with compulsory redundancy will be given the opportunity to complete a skills match proforma as part of the redeployment process.</p> <p>The Supporting Change programme has delivered a number of relevant courses and seminars to support staff at risk of or facing</p>

Ref	Comment	Response
		redundancy. All staff have been encouraged to attend.
27	Finances <ul style="list-style-type: none"> ○ Is the post of SM2 being paid for out of the 75% reduced budget? 	The SM2 post is part of the Early Intervention & Prevention Business Unit budget, not the budget for the Youth, Participation & Community Service.
28	Finances <ul style="list-style-type: none"> ○ The post of PO7 and PO6 from the CYPS Participation team have only got a confirmed budget for 2011/12. What are the plans for 2012/2013? ○ £100k is not sufficient to cover the total costs of these two posts 	<p>This question arose from a sentence in the original consultation document regarding participation funding that was insufficiently clear. Some people took the sentence to mean that funding was available for participation posts for one year only – this is not the case. However, given that the Council will need to make additional savings over the next 2 years, it is not possible to confirm the security of any position.</p> <p>The cost of the posts is £120k, and there is an allocated budget for these posts in addition to the available Youth & Connexions budget. The posts, and funding for them, has been transferred into the new structure from what was the Children, Young People, Parent & Community Participation Service.</p>
29	Finances <ul style="list-style-type: none"> ○ In the proposed re-structure document it states that ‘ the counselling service and Exposure Magazine were subject to 2010/11 in year savings, the staff in these teams are already subject to the redundancy process’ we would like to find out how much in year saving has actually been achieved through the dissolvment of these two high performing projects 	There was little in-year saving achieved by the deletion of these teams however the closure of these services prior to April 2011 has secured additional capacity for the proposed new service structure going forward from 2011/12.
30	10. Policy concerns <ul style="list-style-type: none"> ○ This structure fails to acknowledge the changes in career guidance delivery which the government is proposing an all aged career service from 2012. 	The concerns are understandable however with the requirement to make savings in excess of £14m to the C&YOS budget for 2011/12 the budget reductions are inevitable.
31	10. Policy concerns <ul style="list-style-type: none"> ○ The education select committee is currently debating future of youth service delivery with the aim of informing national government policy. We believe to make changes now will be premature and lead to a loss of valuable resources alongside a high potential of needing to restructure again in the near future to meet government demands. 	See 30. above.

Ref	Comment	Response
32	<p>10. Policy concerns</p> <ul style="list-style-type: none"> ○ It is unclear who will benefit from this new service, there is currently no strategic direction on who the beneficiaries will be and what needs assessment has been carried out. It is also unclear what the service will deliver to meet these needs 	<p>Please see answer at 11. above.</p>
33	<p>11. Legal concerns</p> <ul style="list-style-type: none"> ○ We have concerns that under the education and inspections act young peoples views also need to be sought and we believe that this has not been the case. 	<p>We have sought the views of and involved over 300 young people through a variety of routes. Please see Service Delivery Equalities Impact Assessment for further details. We are also committed to continuing to involve young people in shaping service delivery.</p>
34	<p>11. Legal concerns</p> <ul style="list-style-type: none"> ○ The Education Bill states clearly that local authorities are obliged to provide impartial and professional careers advice to young people, does this mean Connexions workers will be selected preferably against their youth worker counterparts to ensure this legal requirement will be met? 	<p>We will not be giving preference to Connexions staff – there are also statutory duties relating to the provision of youth services. A priority for the new service will be ensure that it has a balance of skills and experience in order to provide the services that young people need and fulfil statutory duties.</p> <p>Within the revised structure, there will be 8.5 FTE Young People’s Practitioners. This will include a minimum of 3 full-time staff with experience of delivering IAG and 3 full-time staff with experience of delivering positive activities for young people in either a targeted or universal setting. The remaining 2.5 FTE will consist of a mix of part-time and full-time staff with a range of relevant skills and experience.</p>
35	<p>11. Legal concerns</p> <ul style="list-style-type: none"> ○ There has not been an equality impact assessment undertaken or supplied with regards to this restructure. 	<p>Both Staffing and Service Delivery Equalities Impact Assessments have been completed and are included as appendices to the report to the General Purposes Committee.</p>
36	<p>12. Inability to participate in adequate consultation</p> <ul style="list-style-type: none"> ○ We have so far been given a draft consultation document. When are we likely to get final consultation document? The JD’s do not seem to have been evaluated as stated above as grades are indicative. If that is the case, then has the formal process started? 	<p>Formal consultation began on 11th February 2011 and concluded on 20th April 2011. Job descriptions have now been evaluated and will be circulated to staff with the response to the consultation.</p>
37	<p>12. Inability to participate in adequate consultation</p>	<p>Please see response at 1. and 11. above.</p>

Ref	Comment	Response
	<ul style="list-style-type: none"> It is very difficult to comment constructively on a structure that isn't explicit or even implicit of what the service wants to achieve or deliver to young people. Where is the rationale for this restructure? 	
38	<p><i>Alternatives to the current front line worker posts and hours. Staff presented three options for a different balance of full-time to part-time staff; all three options feature a greater proportion of full-time staff and lower proportion of part-time staff. One of the options involves an additional PO4 Team Leader post. They also provided a structure chart detailing their favoured option. Please see section (4) of this document for the full proposal.</i></p>	<p>The new proposed structure included at Appendix 6 to the report to the General Purposes Committee has taken all staff comments on the structure into consideration, and includes:</p> <ul style="list-style-type: none"> The deletion of the SM1 post An extra team leader post A greater proportion of full-time to part-time posts. 3 Senior Practitioner posts including 1 with specific responsibility for LDD <p>We have costed the structure proposed by staff; it is £150k over the available budget.</p>
39	<p>Another suggestion to save money is that the 12 hour posts and some of the 18 hour posts could be on a lower scale. The reason for this is in our experience young people do not come into either Connexions or Youth Centres for IAG in the evenings. This is supported by the caller stats for the Wood Green Connexions Centre for the Wednesday late opening and the lack of interest in the Connexions evening drop-in at Bruce Grove earlier this year.</p> <p>If vision for the part time roles is generally required for more detached work in the evening this would not be of such a in depth service because what can be provided whilst working on the streets would be mainly signposting. Therefore it would not be cost effective to have PO1 grades doing this work. We would therefore suggest that the 12 hour posts and some of the 18 hour posts are on a lower grade. This would also be more likely to attract the right calibre of person to the role and support staff retention.</p>	<p>The grade of the post is determined by the responsibilities of the role and skills required to undertake those responsibilities.</p>
40	<p>Is it only possible to apply 2 scales up in the open ring fence?</p>	<p>The agreement with the union is that there needs to be a sufficient skills mix included in the front line PO1 posts, therefore we have agreed that there will be a spread of two grades up or down.</p>
41	<p>Can those people who are in a closed ring fence apply to the open ring fences? This would be for example - can those who are Sc6 in the closed ringfence for Administrator SC6 apply for the front line</p>	<p>Closed ring fence means that someone has to be appointed from within the ring fence. Staff can express an interest in all positions that they are ring fenced to – there are staff who are in a closed</p>

Ref	Comment	Response
	worker position P01 in the open ring fence as this is 2 grades above their position.	ring fence for one position and an open ring fence for another position.
42	What is the rational for certain closed ring fences? For example the team leader positions are P04, how come people currently on PO2 cannot apply for these posts despite them only being 2 grades up from their current role? <input type="checkbox"/>	The agreement with the union to extend the grade differential only related to the Front Line Worker (now named Young People's Practitioner) positions and not to any other post in the proposed structure.
43	Why have some peoples grade been called SO2 and some P01 when to our knowledge PO1 replaced SO2 over a year ago?	The grades have been taken from SAP. It is correct that SO2 is now equivalent to PO1 and it has been considered as such in the ring fencing arrangements.
44	The 2 Tracking Assistant posts have a comment against them of "Post to remain in new structure". Can you confirm that this means that the two current post holders remain in post? The reason for this question is that the post holders whose roles are "to be assimilated into position in new structure" are shown in the Ring Fencing section of the document whereas the Tracking Assistants are not. What is the difference between "assimilation" and "remaining in post"?	It is proposed that the two post holders will remain in post. The difference between "assimilation" and "remaining in post" is that with the former, it is a new role which has a significant degree of overlap with one existing post such that the postholder can be assimilated into the new role. With the latter, no change at all is proposed to the post.
45	Currently there is one full time Tracking Assistant and one part-time (0.4). Can you confirm that the proposed 2 posts in the new structure are full time and if so someone else will be recruited for the additional part-time role?	There will be a vacancy for 0.6 FTE Tracking Assistant which all staff within the ring fence for the Administrator role will be eligible to apply for.
46	Can you outline the process for interview/selection for those employees who are currently on maternity leave or on long term sickness?	Colleagues on maternity leave will be invited to participate in the recruitment process. Colleagues who have a prolonged sickness absence will be considered on a case by case basis. Consideration of sickness absence will form part of the selection process.

(3) Staff proposals for the structure of the service

Alternatives to the current front line worker posts and hours

Currently the proposal is for x15 FTE posts made up of;

18 posts @ 12 hours

4 posts @ 18 hours

7 posts @ 36 hours

Total hours = 540 hours

Total Staff = 29

This makes a total of 29 front line staff, which are to be managed by 2 team leaders, which means each team leader will be managing 14.5 members of staff. Part time staff require a similar amount of time spent on paper work, meetings, training and supervision as full time staff. This means that part time staff will spend a reduced percentage of their time on carrying out direct work with young people. If 14.5 staff are managed by each team leader this is also not in line with Kevin Crompton's advice that managers should only manage between 5-8 people and a third team leader would be needed.

SWOT analysis of Proposed Structure

<p>Strengths</p> <ul style="list-style-type: none">• Some face to face work will be carried out with Haringey YP in a variety of settings	<p>Weaknesses</p> <ul style="list-style-type: none">• Too many part time posts will create difficulty in providing a meaningful service to targeted YP who tend to need support to access other professionals during the day• Loss of experienced staff as part time offer not a reasonable offer to many staff• Increase in redundancy payment to staff including some who may want to carry on• Recruitment and selection of new staff• Too few TL to manage so many staff• Potential H&S risk for all i.e staff and YP• Unmanageable ratio of staff to TL
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<p>Opportunities</p>	<p>Threats</p> <ul style="list-style-type: none"> • Increased potential reduction in staff productivity and effectiveness not proportionate or attributable only to the reduced staff resource • Potential 'burn-out' of the TL • Potential for the service not to be seen as viable in the long term • Potential to commission service through voluntary org or private Co. • Potential for more experienced staff to opt for VR • Retention issue as staff look for FT posts elsewhere
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Below are three options for how the staffing could be rearranged to provide greater efficiency and continuity of service for the young people of Haringey;

- Option 1
- 6 posts @ 12 hours
- 4 posts @ 18 hours
- 11 posts @ 36 hours
- Total hours = 540hours
- Total Staff = 21

This makes a total of 21 posts, which would still provide 10 part time posts to allow the service to offer flexibility to young people, whilst maintaining an efficient service due to a larger core of full time position.

This structure would require a third team leader as 21 roles between 2 team leaders is 10.5 staff, however between 3 team leaders each would manage 7 front line workers. I would also propose that each team leader carries a small caseload, approximately 25% that of a front line worker. This would allow a greater number of young people to get support.

SWOT analysis of Option 1

<p>Strengths</p> <ul style="list-style-type: none"> • Increased face to face work with YP in a variety of settings to meet needs of YP • More full time staff to meet needs of YP • A more manageable ratio of staff to TL • Still has a number of part time staff to afford the flexibility in meeting needs of the service and to concentrate on evening and W/E • Reduced redundancy budget as fewer staff made redundant or opt for VR • Fewer staff requiring training 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Additional cost of a Team Leader • Still a high ratio of staff to managers
<p>Opportunities</p> <ul style="list-style-type: none"> • TL will hold a caseload • Provides continuity in hands on work with YP which will help CPD and ultimately improve their ability to manage staff effectively • Increased number of YP worked with as their combined caseload will approx two thirds of a FT front line staff 	<p>Threats</p> <ul style="list-style-type: none"> • Additional cost of TL may have a long term negative impact on overall budget • Additional TL maybe potentially unsustainable if further cuts are to be made

Option 2

6 posts @12 hours

13 posts @ 36 hours

Total Hours = 540 hours

Total staff = 19

This makes a total of 19 posts. This still provides flexibility with the 6 part time posts, these could be contracted to do 3 shifts per week, each of 4 hours and is evening work only. 19 staff between two team leaders is 9.5, this is still slightly above Kevin Crompton's guidelines however is much more realistic and could be managed between two team leaders. This option saves on a third team leader's salary, and the two team leaders could again carry a small caseload, in this instance possibly a 10-15% of a front line workers caseload.

SWOT analysis of Option 2

<p>Strengths</p> <ul style="list-style-type: none"> • Even more increased face to face work in a wider variety of settings • Provides a delivery model in the long term even if further cuts are to be made • Provides more stability in service delivery to YP • Adequate balance of staff to TL ratio as more of the staff will be FT • TL will still hold a case load therefore CPD • Maintained an even number of PT staff to enable working in pairs more practical 	<p>Weaknesses</p>
<p>Opportunities</p> <ul style="list-style-type: none"> • Clearly defined remit for PT staff to augment the FT roles • 	<p>Threats</p> <ul style="list-style-type: none"> • Potential instability as staff could use it as a stop gap whilst looking for FT or PT posts with more hours • Possibility of incurring further costs due to lack of staff retention

Option 3

4 posts @18 hours
13 posts @ 36 hours

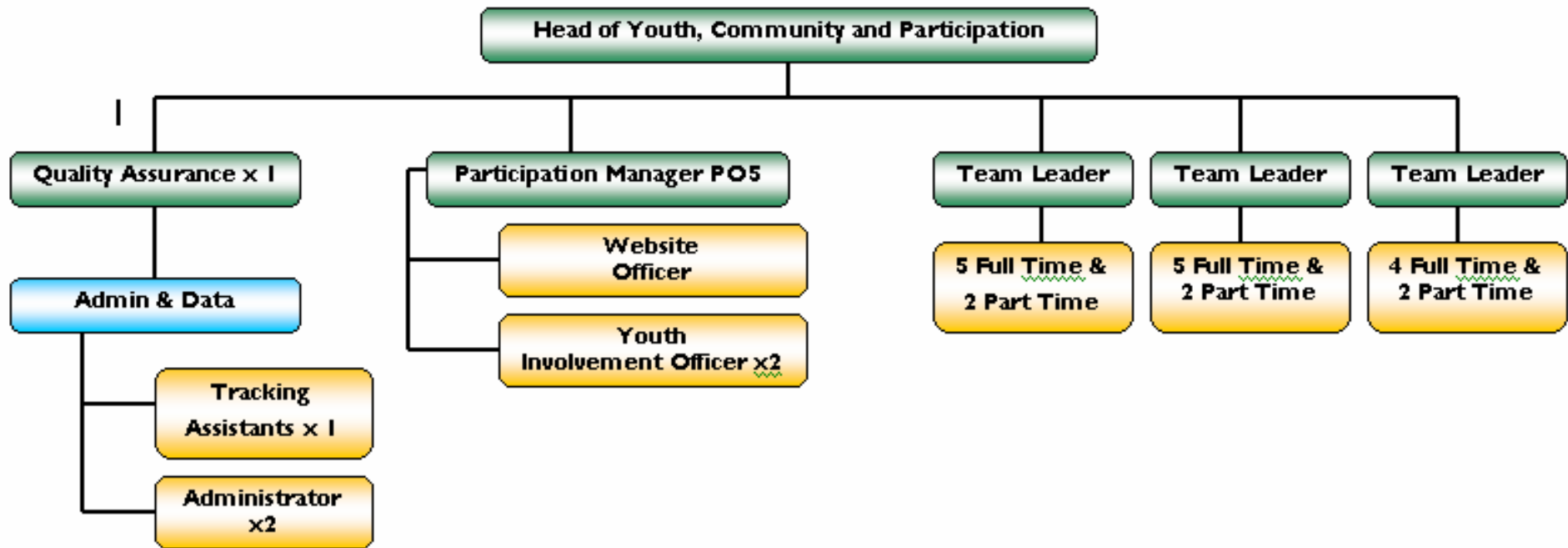
Total Hours = 540 hours
Total Staff = 17

This makes a total of 17 posts. This still provides flexibility with the 4 part time posts, these could be contracted to do afternoon/evening work only which could then be supplemented by the fulltime staff. 17 staff between 2 team leaders is 8.5 which is almost in line with Kevin Crompton's guidelines. This option again saves on a third team leader's salary, and the two team leaders could again carry a small caseload, in this instance possibly a 10-15% of a front line workers caseload.

SWOT analysis of Option 3

<p>Strengths</p> <ul style="list-style-type: none"> • .5 (x18 hour posts) posts will have more time for face to face work even if they attend training and team meeting in a week • Offers reasonable options to staff • A very manageable staff ratio to TL • TL will hold a caseload 	<p>Weaknesses</p>
<p>Opportunities</p> <ul style="list-style-type: none"> • .5 (x18 hour posts) post has a strong possibility of attracting experienced staff • More joint working and effective liaison with other professionals • Clearly defined remit for PT staff to augment the FT roles 	<p>Threats:</p> <ul style="list-style-type: none"> • Potential instability as staff could use it as a stop gap whilst looking for FT posts elsewhere • Possibility of incurring further costs due to staff retention issues

Options 1, 2 and 3 above could save a considerable amount of money compared to the proposed structure. The amount of part time roles particularly the 12 hour roles do not appeal to current Connexions and Youth Service staff. Therefore creating lots of part time roles means that a greater amount of money will be spent on redundancy payments. If staff have left then new staff must be recruited and trained, again accruing high costs for the service.



Proposal for alternative structure

We believe that there are currently too many part time positions in the proposed structure we would like to make recommendations for an alternative structure, This would be based on deleting the SM1 position and replacing it with an additional full time team leader at PO4 and one part time (18 hrs) front line worker at PO1.

In addition we would like to recommend that all 12 hour front line worker posts are scrapped and replaced with 6 full time front line worker posts.

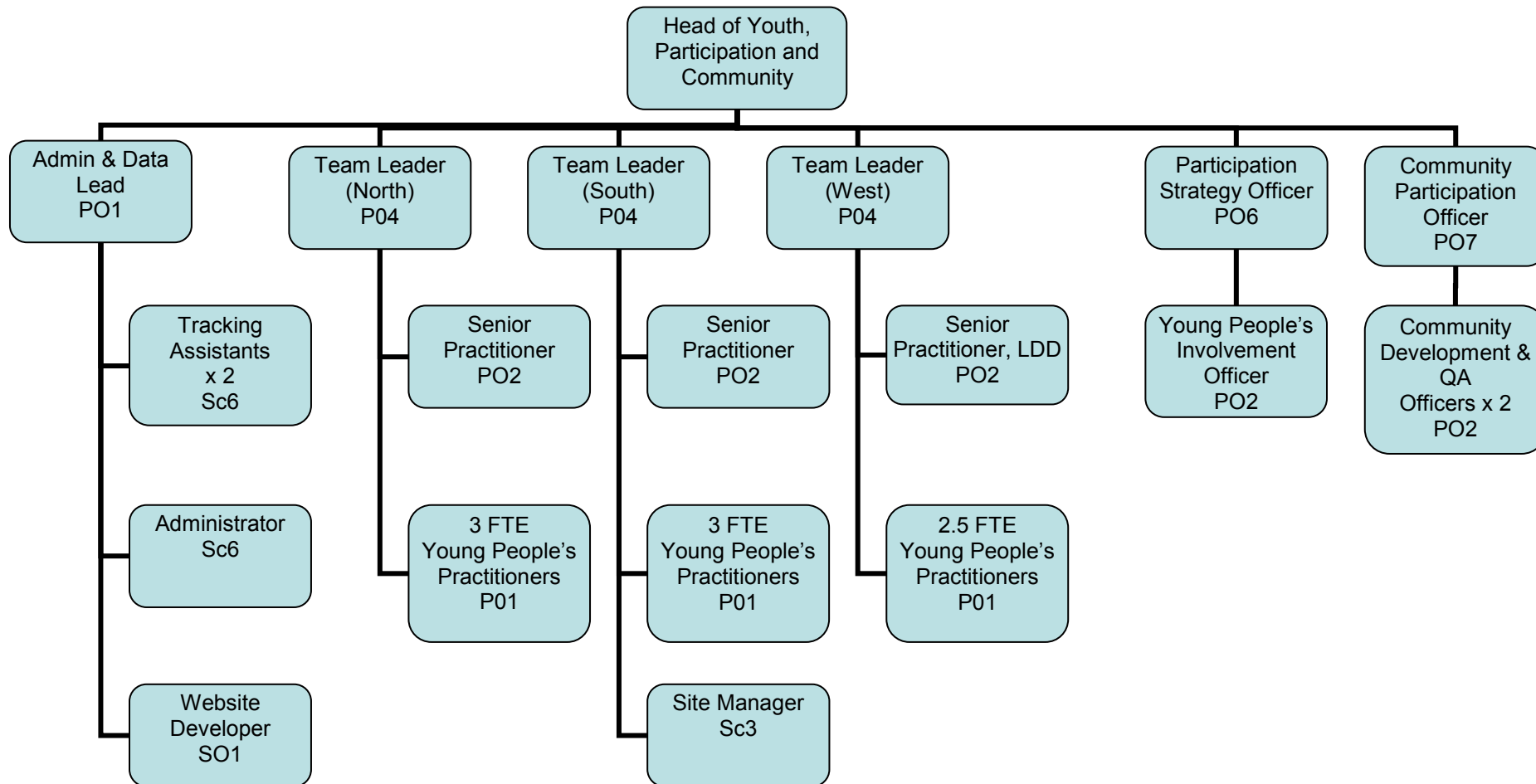
This would then leave a structure which consists of:

- 3 team leaders at grade PO4
- 14 full time front line workers at PO1 & 2 x Youth Involvement Officers (using funds from SM1 and PO7 to fund)
- 6 part time (18hrs) front line workers at PO1.
- Alternatively we can also have a cascading grade of full time and part time positions ranging from Scale 6 to PO1

APPENDIX 6: REVISED SERVICE STRUCTURE AND POSTS

This document sets out the proposed structure and ring fence arrangements for the proposed restructure of Youth, Connexions & Participation, revised following the completion of the consultation period.

1. Structure



2. Posts affected

Service	Team	Job title	Grade	Comment
Children's Networks Management	0-19 Service	Head of Integrated Yth Support Service	SM1	No position in new structure for postholder
Connexions	Administration Systems	Administration Systems Co-ordinator	SO2	Postholder in ring fence for position in new structure
Connexions	Administration Systems	Administrator	SC6	Vacant post
Connexions	Administration Systems	Administration Assistant	SC6	Vacant post
Connexions	Data Team	Tracking Assistant	SC6	Post to remain in new structure
Connexions	Data Team	Tracking Assistant	SC6	Post to remain in new structure
Connexions	Data Team	Data Manager	PO6	No position in new structure for postholder
Connexions	Drop In Team	Information Assistant	SC6	Postholder in ring fence for position in new structure
Connexions	Drop In Team	Information Assistant	SC6	Postholder in ring fence for position in new structure
Connexions	Drop In Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Drop In Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Drop In Team	Team Leader	PO4	Postholder in ring fence for position in new structure
Connexions	Drop In Team	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Drop In Team	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Drop In Team	Information Assistant	SC6	Postholder has been accepted for Voluntary Redundancy
Connexions	Neet Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Neet Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Neet Team	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Neet Team	Team Leader	PO3	Postholder has been accepted for Voluntary Redundancy
Connexions	Neet Team	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Network North	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network North	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network North	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network North	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network North	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network North	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Network North	Personal Advisor	SO2	Vacant post

Service	Team	Job title	Grade	Comment
Connexions	Network North	Team Leader	PO4	Postholder has been accepted for Voluntary Redundancy
Connexions	Network South	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network South	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Network South	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network South	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Network South	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Network South	Team Leader	PO4	Postholder has been accepted for Voluntary Redundancy
Connexions	Network West	Personal Advisor	PO1	Postholder has been accepted for Voluntary Redundancy
Connexions	Network West	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network West	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network West	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network West	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Network West	Team Leader	PO4	Postholder in ring fence for position in new structure
Connexions	Network West	Personal Advisor	SO2	Postholder has been accepted for Voluntary Redundancy
Connexions	Network West	Personal Advisor	SO2	Vacant post
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Partnerships Team	Trainee Personal Advisor	PO1	Postholder has been accepted for Voluntary Redundancy
Connexions	Partnerships Team	Team Leader	PO3	Vacant post
Connexions	Partnerships Team	Personal Advisor	SO2	Postholder in ring fence for position in new structure
Connexions	Targeted Service	Operations Manager	PO7	No position in new structure for postholder
Connexions	Universal Service	Information, Marketing & Events Co-ordinator	PO2	Postholder in ring fence for position in new structure
Connexions	Universal Service	Operations Manager	OFFSCALE	Postholder has been accepted for Voluntary Redundancy
Participation	C,YP&P Participation Team	Community Participation Officer	PO7	Post to remain in new structure
Participation	C,YP&P Participation Team	Participation Strategy Officer	PO6	Post to remain in new structure

Service	Team	Job title	Grade	Comment
Participation	C,YP&P Participation Team	PA to the Head of Service	SO1	Postholder to be assimilated into position elsewhere in C&YPS
Participation	C,YP&P Participation Team	Parent Commissioner	PO7	Vacant post
Participation	C,YP&P Participation Team	Projects Officer	SO1	No position in new structure for postholder
Youth Service	Central Administration Section	Admin. Support Officer	SC5	Postholder in ring fence for position in new structure
Youth Service	Central Administration Section	Finance & Information Officer	SC6	Postholder in ring fence for position in new structure
Youth Service	Central Administration Section	Data Administrator	SC5	Postholder in ring fence for position in new structure
Youth Service	Central Administration Section	ICT and Management Info Officer	PO1	Postholder to be assimilated into position in new structure
Youth Service	Central Administration Section	Finance & Administration Manager	PO2	Postholder also part of Corporate Finance review
Youth Service	Detached&Mobile Projects Team	Detached Youth Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Detached&Mobile Projects Team	Detached Youth Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Detached&Mobile Projects Team	Detached Youth Worker/ Deputy Team Leader	SO1	Postholder has been accepted for Voluntary Redundancy
Youth Service	Detached&Mobile Projects Team	Detached Team Leader	PO2	Postholder in ring fence for position in new structure
Youth Service	Detached&Mobile Projects Team	Full Time Detached Worker	n/a	Vacant post
Youth Service	Detached&Mobile Projects Team	Part Time Detached Worker	n/a	Vacant post
Youth Service	Participation&Inclusion Section	Senior Youth Support Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Participation&Inclusion Section	Youth Worker in Training	SC3	No position in new structure for postholder
Youth Service	Participation&Inclusion Section	<i>Participation Worker**</i>	<i>PO1</i>	Postholder in ring fence for position in new structure
Youth Service	Participation&Inclusion Section	Participation Officer	PO2	Postholder in ring fence for position in new structure
Youth Service	Participation&Inclusion Section	Participation & Inclusion Manager	PO5	Postholder in ring fence for position in new structure
Youth Service	Participation&Inclusion Section	Participation Worker	n/a	Vacant post
Youth Service	Partnership & Projects Section	Senior Youth Support Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Partnership & Projects Section	Sports Coach and Youth Support Worker	SC5	No position in new structure for postholder
Youth Service	Partnership & Projects Section	Sports Coach and Youth Support Worker	SC5	No position in new structure for postholder
Youth Service	Partnership & Projects Section	Deputy Head of Youth Service	PO7	No position in new structure for postholder

Service	Team	Job title	Grade	Comment
		(targeted)		
Youth Service	Partnership & Projects Section	Positive Futures Development Worker	PO3	Postholder has been accepted for Voluntary Redundancy
Youth Service	Partnership & Projects Section	<i>Detached Youth Worker in Training**</i>	SC3	No position in new structure for postholder
Youth Service	Partnership & Projects Section	<i>Detached Youth Worker in Training**</i>	SC3	No position in new structure for postholder
Youth Service	Partnership & Projects Section	<i>Detached Youth Worker in Training**</i>	SC3	No position in new structure for postholder
Youth Service	Partnership & Projects Section	<i>Detached Youth Worker in Training**</i>	SC3	No position in new structure for postholder
Youth Service	Partnership & Projects Section	<i>Detached Youth Worker in Training**</i>	SC3	No position in new structure for postholder
Youth Service	Partnership & Projects Section	<i>Detached Youth Worker in Training**</i>	SC3	No position in new structure for postholder
Youth Service	Partnership & Projects Section	Senior Detached Worker	n/a	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	n/a	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	n/a	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	n/a	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	n/a	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	n/a	Vacant post
Youth Service	Partnership & Projects Section	Trainee Youth Worker	n/a	Vacant post
Youth Service	Training, Curriculum&Quality Section	Media and Performing Arts Youth Worker	PO2	Postholder in ring fence for position in new structure
Youth Service	Training, Curriculum&Quality Section	Senior Performing Arts Officer	n/a	Vacant post
Youth Service	Training, Curriculum&Quality Section	Performing Arts Worker in Training	n/a	Vacant post
Youth Service	Training, Curriculum&Quality Section	Performing Arts Worker	n/a	Vacant post
Youth Service	Training, Curriculum&Quality Section	Awards Officer	SC5	No position in new structure for postholder
Youth Service	Training, Curriculum&Quality Section	Duke of Edinburgh Development Worker	PO2	Postholder in ring fence for position in new structure
Youth Service	Training, Curriculum&Quality Section	Award Supp Officer	n/a	Vacant post
Youth Service	Training, Curriculum&Quality Section	Youth Worker in Training	SC3	No position in new structure for postholder
Youth Service	Training, Curriculum&Quality Section	Senior Youth Support Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Training, Curriculum&Quality Section	<i>Borough Wide Development Worker**</i>	PO2	Postholder in ring fence for position in new structure
Youth Service	Training, Curriculum&Quality Section	Supp Worker in Training	n/a	Vacant post
Youth Service	Training, Curriculum&Quality	Senior Youth Supp Worker	n/a	Vacant post

Service	Team	Job title	Grade	Comment
	Section			
Youth Service	Training, Curriculum&Quality Section	Accreditations Administrator	SC5	Postholder in ring fence for position in new structure
Youth Service	Youth Centres Section	Youth Support Worker	SC5	Postholder has resigned
Youth Service	Youth Centres Section	Youth Support Worker	SC5	No position in new structure for postholder
Youth Service	Youth Centres Section	South Area Development Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Centres Section	Youth Supp Worker in Training	n/a	Vacant post
Youth Service	Youth Centres Section	Senior Youth Support Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Centres Section	Area Co-ordinator	PO2	Postholder in ring fence for position in new structure
Youth Service	Youth Centres Section	Youth Supp Worker in Training	n/a	Vacant post
Youth Service	Youth Centres Section	Youth Supp Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Area Co-ordinator	PO2	Postholder has been accepted for Voluntary Redundancy
Youth Service	Youth Centres Section	Youth Worker in Training	SC3	No position in new structure for postholder
Youth Service	Youth Centres Section	Youth Support Worker	SC5	No position in new structure for postholder
Youth Service	Youth Centres Section	Senior Youth Support Worker	SC6	Postholder has been accepted for Voluntary Redundancy
Youth Service	Youth Centres Section	Youth Support Worker	SC5	No position in new structure for postholder
Youth Service	Youth Centres Section	Senior Youth Support Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Centres Section	Youth Supp Worker in Training	n/a	Vacant post
Youth Service	Youth Centres Section	Area Coordinator (North)	n/a	Vacant post
Youth Service	Youth Centres Section	<i>Site Manager / Store Keeper**</i>	SC3	Postholder to be assimilated into position in new structure
Youth Service	Youth Centres Section	Deputy Head of Youth Service (Universal)	PO7	No position in new structure for postholder
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post

Service	Team	Job title	Grade	Comment
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Centres Section	Assistant Youth Worker	n/a	Vacant post
Youth Service	Youth Inclusion Team	Youth Inclusion Project Manager	PO3	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Key Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Key Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Targeted YIP & Positive Futures Administrator	SC5	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Key Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Key Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Key Worker	SC6	Postholder has been accepted for Voluntary Redundancy
Youth Service	Youth Inclusion Team	Key Worker	SC6	Postholder in ring fence for position in new structure
Youth Service	Youth Inclusion Team	Inclusion Core Worker	PO1	Postholder in ring fence for position in new structure

**We are still awaiting the results of the evaluation exercise for these posts.

Personal Advisor	S02
Information, Marketing & Events Co-ordinator	PO2
Detached Team Leader	PO2
Participation Officer	PO2
Media and Performing Arts Youth Worker	PO2
Duke of Edinburgh Development Worker	PO2
Area Co-ordinator	PO2
Youth Inclusion Project Manager	PO3
Inclusion Core Worker	PO1
Borough Wide Development Worker	PO2
Participation Worker/ Key Worker	PO1/ SC6

Young People's Practitioner (x8.5 FTE) - PO1 To include 6 full-time posts and a mix of part-time and full-time posts amounting to 2.5 FTE.	
Selection Method - Open ring fence	
Role	Grade
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02
Personal Advisor	S02

Personal Advisor	SO2
Information, Marketing & Events Co-ordinator	PO2
Detached Youth Worker	SC6
Detached Youth Worker	SC6
Detached Team Leader	PO2
Senior Youth Support Worker	SC6
Participation Officer	PO2
Senior Youth Support Worker	SC6
Media and Performing Arts Youth Worker	PO2
Duke of Edinburgh Development Worker	PO2
Senior Youth Support Worker	SC6
South Area Development Worker	SC6
Senior Youth Support Worker	SC6
Area Co-ordinator	PO2
Senior Youth Support Worker/ Key Worker	SC6
Key Worker	SC6
Key Worker	SC6
Key Worker	SC6
Inclusion Core Worker	PO1
Information Assistant	SC6
Information Assistant	SC6
Borough Wide Development Worker	PO2
Participation Worker/ Key Worker	PO1/ SC6
Targeted YIP & Positive Futures Administrator/ Key Worker	SC5/SC6

Admin and data lead – PO1	
Selection Method - Closed ring fence	
Role	Grade
Administration Systems Co-ordinator	SO2
Finance & Administration Manager	PO2

Website developer - SO1	
Selection Method - Assimilation	
Role	Grade
ICT and Management Info Officer	PO1

Administrator - SC6; and Tracking Assistant (0.6 FTE) - SC6	
Selection Method - Closed ring fence	
Role	Grade
Information Assistant	SC6
Information Assistant	SC6
Admin. Support Officer	SC5
Finance & Information Officer	SC6
Data Administrator	SC5
Accreditations Administrator	SC5
Targeted YIP & Positive Futures Administrator/ Key Worker	SC5/SC6

Site Manager - SC3 (subject to evaluation)	
Selection Method - Assimilation	
Role	Grade
Site Manager	SC3

