

CABINET SCRUTINY COMMITTEE

Monday, 25th July, 2011

2.00 pm

**Darent Room, Sessions House, County Hall,
Maidstone**





AGENDA

CABINET SCRUTINY COMMITTEE

Monday, 25th July, 2011, at 2.00 pm
Darent Room, Sessions House, County
Hall, Maidstone

Ask for: **Peter Sass**
Telephone: **01622 694002**

Membership

Liberal Democrat (1): Mrs T Dean (Chairman)

Conservative (11): Mr R F Manning, Mr R Brookbank, Mr A R Chell, Mr D A Hirst,
Mr E E C Hotson, Mr M J Jarvis, Mr R E King, Mr R L H Long, TD,
Mr M J Northey, Mr J E Scholes Mr C P Smith

Labour (1) Mr G Cowan

Independent (1) Mr R J Lees

Church The Reverend N Genders, Dr D Wadman Mr A Tear

Representatives (3):

Parent Governor (2): Mr B Critchley Mr P Myers

Refreshments will be available 15 minutes before the start of the meeting

Timing of items as shown below is approximate and subject to change.

County Councillors who are not Members of the Committee but who wish to ask questions at the meeting are asked to notify the Chairman of their questions in advance.

Webcasting Notice

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UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

A. COMMITTEE BUSINESS

- A1 Introduction/Webcasting
- A2 Substitutes
- A3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- A4 Minutes of the meeting held on 27 June 2011 (1 - 6)
- A5 Follow-up Items from Cabinet Scrutiny Committee (7 - 12)
- A6 Informal Member Group on Budgetary Issues held on 15 July 2011 (to follow)

B. CABINET/CABINET MEMBER DECISIONS AT VARIANCE TO APPROVED BUDGET OR POLICY FRAMEWORK

C. CABINET DECISIONS

- C1 Kent Youth Service - Commissioning Model Public Consultation (13 - 138)

Mr M Hill, Cabinet Member, Customer and Communities, Ms A Slaven, Director of Service Improvement, and Mr N Baker, Head of Integrated Youth Services have been invited to attend the meeting from 2.15pm to answer Members' questions on this item.

A number of external witnesses have also been invited to attend the meeting, including a representative of the trade union, UNITE, and the Chair of Kent Youth County Council.

D. CABINET MEMBER DECISIONS

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services
(01622) 694002

Friday, 15 July 2011

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

KENT COUNTY COUNCIL

CABINET SCRUTINY COMMITTEE

MINUTES of a meeting of the Cabinet Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 27 June 2011.

PRESENT: Mrs T Dean (Chairman), Mr G Cowan, Mr R F Manning, Mr R Brookbank, Mr A R Chell, Mr D A Hirst, Mr E E C Hotson, Mr M J Jarvis, Mr R L H Long, TD, Mr M J Northey, Mr C P Smith, Mr M J Harrison (Substitute for Mr R E King) and Mr P J Homewood (Substitute for Mr J E Scholes)

PARENT GOVERNORS: Mr P Myers

CHURCH REPRESENTATIVES: Mr D Brunning (substitute for Dr D Wadman)

ALSO PRESENT: Mrs S V Hohler and Mr R W Gough

IN ATTENDANCE: Mr A Roberts (Interim Corporate Director Education Learning and Skills), Mr S Bagshaw (Head of Admissions & Transport), Ms K Kerswell (Managing Director), Ms J Foster (Director of Business Strategy), Mr P Sass (Head of Democratic Services) and Mr A Webb (Research Officer to the Cabinet Scrutiny Committee)

UNRESTRICTED ITEMS

22. Declarations of Interests by Members in Items on the Agenda for this Meeting
(Item A3)

(1) Mr Harrison declared a personal interest in item C1 - Proposals to Change the Discretionary Elements of Home to School Transport Provision, since he was Chairman of the home to school transport appeals panel.

23. Minutes of the meeting held on 1 June 2011
(Item A4)

RESOLVED: that the minutes of the meeting held on 1 June 2011 are correctly recorded and that they be signed by the Chairman.

24. Follow-up Items from Cabinet Scrutiny Committee
(Item A5)

(1) Regarding Putting Children First: Kent's Safeguarding and Looked After Children Improvement Plan & KCC's Workforce Strategy for Children's Social Services, the Chairman expressed a view that the responses provided to recommendations three and five did not answer the questions put, and that a letter should be written to the Cabinet Member who provided the responses. Mr Long felt that the original recommendations did not constitute questions in any case.

25. Informal Member Group on Budgetary Issues held on 17 June 2011

(Item A6)

(1) The Chairman reiterated the note that prefaced the notes of the Informal Member Group on Budgetary Issues: not all Members of the IMG had been able to give them full and detailed consideration ahead of publication. The notes would be considered in more detail at the next meeting of the IMG.

RESOLVED: that the Cabinet Scrutiny Committee approve the notes of the Informal Member Group on Budgetary Issues held on 17 June 2011.

26. Proposals to Change the Discretionary Elements of Home to School Transport Provision

(Item C1)

Mrs S Hohler, Cabinet Member, Education, Learning and Skills, Mr S Bagshaw, Head of Admissions & Transport, and Mr A Roberts, Interim Corporate Director, Education, Learning and Skills, were present for this item.

(1) Mrs Hohler was invited to introduce the item. She explained that the proposals were not solely driven by budgetary concerns, but were also intended to make a complicated system simpler and to comply with the Council's duties under the Equality Act 2010.

(2) In response to a request to clarify whom the 'winners' and 'losers' would be, Mr Bagshaw stated that the likely increase in the uptake of the Freedom Pass would help level the playing field and that there were no losers as such, although some children from wealthier families might be affected. Several Members made the point that they did not endorse the use of the term 'winners' and 'losers' and felt that the proposals should not be talked about in these terms.

(3) Referring to a point made by Mr Hill at Cabinet, a query was raised whether poorer families living in the non-selective areas of Kent would continue to be at a disadvantage, and whether a letter had been written to the Secretary of State for Education to seek clarification about this. Mrs Hohler replied that she would be happy for this to happen. A separate consultation would need to be carried out if the Council was empowered to do something about the anomaly by the Secretary of State.

(4) A number of points were made in response to questions raised about the consultation, including:

- confirmation that the majority of respondents to the consultation were from more affluent families. The consultation was advertised widely, including in schools, but any consultation would be skewed in favour of the articulate.
- that it was not possible to know what proportion 1256 responses was out of the total, because it was a mainly web-based consultation.
- that although 88% were against the proposals, the profile of respondents helped inform the analysis. An interesting precedent would be set if all policies were dictated by consultation responses.

(5) Further detail was elicited about the information in the report and the impact of the proposals, including:

- that 'low-income families' matched the statutory definition - it corresponded to Schedule 35B of the Education Act 1996
- that the estimate of savings was broad because of the many unknown variables, including the future impact of parental preference
- that the world was constantly changing, including in terms of anticipated Government policy reviews, and consequently the policy would need to be kept under review
- that the Cabinet Member had decided as a result of the consultation to extend the discretionary element of Home to School Transport to Looked After Children (LAC) and to children on free school meals
- that it was estimated that approximately 5500 children who would have been eligible would not have free transport when the proposed change to policy was enacted (but the changes would not affect existing beneficiaries of the entitlement)
- in cases where families had multiple children who would have been potential beneficiaries of free transport, the council could not fetter its discretion but there would be rights of appeal in place. (Mr Bagshaw undertook to find out if the cost of appeals had been factored in to the projected savings)
- that the Freedom Pass had been very popular with young people and schools, particularly as it allowed students to learn to be more independent and stay on for after school clubs and also encouraged young people to continue to use public transport in adulthood
- that the devolution of funding for home to school transport to schools would be piloted in the current year, and that when the Education White Paper became a bill more schools would be likely to show an interest in running their own transport, which would increase the pressure on Councils to ensure fair access
- that the individual circumstances of children with disabilities who may not have a statement of Special Educational Needs would be considered on a case-by-case basis or picked up through the appeals process
- that if the nearest grammar or denominational school was full, beneficiaries of the scheme would be entitled to transport to the next school of that type
- that legal challenge had tended to arise in other authorities due to denominational transport being withdrawn from existing beneficiaries; Kent's proposals would only affect those starting school from September 2012

(6) The Chairman moved, and Mr Cowan seconded, that the implementation of the decision be postponed pending consideration of the matter by full council. After being put to the vote the motion was not carried by eight votes to five.

(7) There was a discussion about the timing of the review of transport as set out in recommendation (iv), with several Members suggesting it take place at the end of the first year of operation, when the impact upon the intake of individual schools was known. Mr Sass suggested that the Education, Learning and Skills Policy Overview and Scrutiny Committee would be an appropriate forum for the outcome of this review to be discussed.

RESOLVED: that the Cabinet Scrutiny Committee:

(8) Thank Mrs Hohler, Mr Bagshaw and Mr Roberts for attending the meeting and answering Members' questions.

(9) Endorse recommendation (iv) in the report that a further review of transport be carried out in the future, once the outcome of changes to Government policy and the impact upon the parental preferences for schools is known and ask the Leader to ensure that the Education, Learning and Skills Policy Overview and Scrutiny Committee is given an opportunity to discuss the review report and make any recommendations to the Cabinet Member.

27. KCC's Performance Management Framework

(Item C2)

Mr R Gough, Cabinet Member, Business Strategy, Performance and Health Reform, Ms K Kerswell, Managing Director, and Ms J Foster, Director of Business Strategy, were present for this item.

(1) The Chairman explained that the concerns that she, Mr Cowan and Mr Lees had were centred on Section 4 Paragraph d) of the Cabinet report. Specifically, these concerns were:

- around the future monitoring of quarterly monitoring reports and the suggestion that these might go to Scrutiny Board, rather than the Policy Overview and Scrutiny Committees (POSCs)
- that preferred relationship of the POSCs to the performance framework would not be discussed with the Chairman and Spokespersons of the Cabinet Scrutiny Committee.

(2) Mr Gough stressed that the report contained a suggestion, rather than a proposal. The intention was for information to be brought to the appropriate forum at an appropriate time, rather than indiscriminately bombarding Members with information.

(3) Mr Gough's initial thinking was that Scrutiny Board was the most appropriate forum for the performance information to be routinely reported since its membership included all of the Chairmen of the POSCs. If there was a specific area which the Chairman or a Member of the appropriate POSC was interested in, it could then be referred to the POSC for a more detailed examination.

(4) The Chairman made the point that the Scrutiny Board membership did not include a Labour Member and the Independent Member, and conveyed the previously-expressed concerns of Mr Lees that it was unclear how individual Members would be able to scrutinise the Council's performance. Mr Hotson, as Chair of Scrutiny Board, made the point that he continued to extend an open invitation to the leader of the Labour Group and the Independent Member to participate at meetings of the Scrutiny Board.

(5) Mr Gough indicated that this was merely a starting point and he was flexible about the eventual approach, and would be happy to meet with the leaders of the two other parties and the independent Member, as well as the POSC chairmen, the Leader and the Deputy Leader, in discussing the relationship of the POSCs to the performance

framework. The Chairman welcomed Mr Gough's offer of further discussions on the future arrangements.

RESOLVED: that the Cabinet Scrutiny Committee:

(6) Thank Mr Gough, Ms Kerswell and Ms Foster for attending the meeting and answering Members' questions.

(7) Welcome Mr Gough's assurances that he would be flexible about the development of a mechanism for the reporting of performance management information and that he would be willing to include the Leaders of the other parties as well as the POSC Chairmen, the Leader and Deputy Leader in the upcoming discussions about the preferred relationship of the POSCs to the performance framework.

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By: Peter Sass - Head of Democratic Services

To: Cabinet Scrutiny Committee – 25 July 2011

Subject: Follow up items and Decisions from Cabinet Scrutiny Committee – 27 June 2011.

Classification: Unrestricted

Summary: This report sets out the decisions from the Cabinet Scrutiny Committee and items which the Committee has raised previously for follow up

Introduction

1. This is a rolling schedule of information requested previously by the Cabinet Scrutiny Committee.
2. If the information supplied is satisfactory it will be removed following the meeting, but if the Committee should find the information to be unsatisfactory it will remain on the schedule with a request for further information.
3. The decisions from the meeting of the Cabinet Scrutiny Committee on 27 June 2011 are set out in the table below along with the response of the relevant Cabinet Member.

Recommendation

4. That the Cabinet Scrutiny Committee notes the responses to the issues raised previously.

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Background Information: *Nil*

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Follow-up items from Cabinet Scrutiny Committee – Tracking sheet

13 July 2011

Item	Date of meeting	Recommendation	Status	Notes
Highways Business Plan IMG - Gulley Emptying Schedules	10/12/08	1	PENDING	Report expected Autumn 2011
Bold Steps for Kent - The Medium Term Plan to 2014	08/12/10	8	OUTSTANDING	Officers are pursuing a response to this recommendation.
Proposals to Change the Discretionary Elements of Home to School Transport Provision	27/06/11	1	TO NOTE ONLY	
Proposals to Change the Discretionary Elements of Home to School Transport Provision	27/06/11	2	RESPONSE RECEIVED	
KCC's Performance Management Framework	27/06/11	1	TO NOTE ONLY	
KCC's Performance Management Framework	27/06/11	2	RESPONSE RECEIVED	

Proposals to Change the Discretionary Elements of Home to School Transport Provision (27 June 2011)

Cabinet portfolio: Mrs S Hohler

Synopsis: The report to Cabinet informed on the outcomes from the consultation on proposals to remove the discretionary elements of home to school transport provision. It included analysis on the impact of the proposals and put forward recommendations for the provision of home to school transport.

Reason for call-in: Members wished to examine the specific impacts upon children from low-income families, the over-representation of consultation respondents living in affluent areas and what was done to mitigate it, and the discretionary element of the policy which is dependent on children from low-income families attending the nearest grammar school.

Recommendations and responses:

- 1. Thank Mrs Hohler, Mr Bagshaw and Mr Roberts for attending the meeting and answering Members' questions.**
- 2. Endorse recommendation (iv) in the report that a further review of transport be carried out in the future, once the outcome of changes to Government policy and the impact upon the parental preferences for schools is known and ask the Leader to ensure that the Education, Learning and Skills Policy Overview and Scrutiny Committee is given an opportunity to discuss the review report and make any recommendations to the Cabinet Member.**

Cabinet Member's Response:

Cabinet will ensure that any future reviews of transport are subject to the overview and scrutiny arrangements in place at that time in order that recommendations might be made to the Cabinet Member if necessary.

Date of Response: 6 July 2011

KCC's Performance Management Framework (27 June 2011)

Cabinet portfolio: Mr R Gough

Synopsis: The report to Cabinet set out the steps being taken to:

- review current officer performance arrangements
- introduce an improved performance management framework that will enable effective briefing of Cabinet and into Scrutiny
- develop the improved framework

Reason for call-in: Members had concerns about the proposed mechanism for the reporting of performance management information to Members and the proposed role of the Policy Overview and Scrutiny Committee suite in considering performance information.

Recommendations and responses:

1. Thank Mr Gough, Ms Kerswell and Ms Foster for attending the meeting and answering Members' questions.

2. Welcome Mr Gough's assurances that he would be flexible about the development of a mechanism for the reporting of performance management information and that he would be willing to include the Leaders of the other parties as well as the POSC Chairmen, the Leader, Deputy Leader and Mr Lees in the upcoming discussions about the preferred relationship of the POSCs to the performance framework.

Cabinet Member's Response:

The Cabinet Member confirms that he is very happy for Mrs Dean and the various party spokespeople on Cabinet Scrutiny Committee to be part of the wider discussion involving the Leader and others regarding future scrutiny of our performance management framework.

Date of Response: 5 July 2011

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By: Peter Sass: Head of Democratic Services
To: Cabinet Scrutiny Committee – 25 July 2011
Subject: Kent Youth Service - Commissioning Model Public Consultation

Background

- (1) Members wish to examine in detail which alternative options of making savings to the Youth Service budget have been explored, whether other provider organisations would be willing and able to provide youth services under the proposed commissioning model, and the potential consequences of the proposals, including costs.

Guests

- (1) Mr M Hill, Cabinet Member, Customer and Communities, Ms A Slaven, Director of Service Improvement, and Mr N Baker, Head of Integrated Youth Services have been invited to attend the meeting from 2.15pm to answer Members' questions on this item.
- (2) A number of external witnesses have also been invited to attend the meeting, including a representative of the trade union, UNITE, and the Chair of Kent Youth County Council.

Options for the Cabinet Scrutiny Committee

- (1) The Cabinet Scrutiny Committee may:
 - (a) make no comments
 - (b) express comments but not require reconsideration of the decision
 - (c) require implementation of the decision to be postponed pending reconsideration of the matter in the light of the Committee's comments by whoever took the decision or
 - (d) require implementation of the decision to be postponed pending consideration of the matter by the full Council.

Contact: Adam Webb Tel: 01622 694764

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By: Mike Hill, Cabinet Member for Customer and Communities
Amanda Honey, Managing Director, Customer and Communities

To: Cabinet – 18 July 2011

Subject: Kent Youth Service
Commissioning Model Public Consultation

Classification: UNRESTRICTED

Introduction

1. **(1)** The attached proposal for consultation outlines the vision for the transformation of Kent Youth Service and the innovative model of service delivery. This new approach combines excellence in direct delivery with commissioned, local providers to deliver creative approaches for young people to engage in youth work opportunities in their communities.
- (2)** The decision to move to a Commissioning Model will have a twofold impact: first, the model will involve a significantly different method of delivery for youth work activities in Kent and second, the proposed model will realise approximately £1m reduction in spend on Youth Service budgets. This new model will impact upon a large number of young people and their communities by creating an environment in which enterprising local people or groups can take the opportunity to manage and shape their youth services.

Relevant priority outcomes

2. **(1)** 'Bold Steps for Kent' outlines the medium term plan for Kent County Council for the next four years; one of its three aims is to 'put the citizen in control':

"...power and influence must be in the hands of local people and local communities so they are more able to take responsibility for their own community and service needs, such as creating new social enterprise".

- (2)** In line with this aim, the attached Service Transformation Proposal seeks to commission a range of providers to deliver youth work within local communities. The proposal sets out the intended outcomes for young people and the communities in which they live as the core of the commissioning process.

Financial Implications

- 3. (1)** The process of changing the model of delivery to a new commissioning approach will contribute significantly to the £1.4m savings identified in the Medium Term Plan for Youth and Youth Offending Services. The 2011/12 budget book identifies the Youth Service net budget as £6.096m; the net budget for the Youth Offending Service is £3.592m.
- (2)** The increase in commissioning is being funded through a reduction in direct delivery of £1.7m and increasing the existing Partnership Awards funding by more than £800k; the other £900k will make the bulk of the Youth Service contribution to the £1.4m identified above, with the remainder coming from management and efficiency savings. The final result will be a total commissioning budget for youth work of approximately £1.2m.
- (3)** The remainder of savings to be made from the Youth Service and Youth Offending Service (£500k) under the Medium Term Plan are to be found through a process of integrating senior management and support functions.
- (4)** KCC Youth Centres are required to raise a certain amount of income from the letting of rooms, fees and charges to cover full running costs (including premises, service delivery and equipment hire). An excess of almost £500k has been accumulated and this sum has been used to create a new reserve which has been committed to the development and capacity building of the voluntary youth sector and the implementation of pilot projects in order to support the development of commissioned youth work provision.

Legal Implications

- 4. (1)** The Education and Inspections Act 2006 (Section 6) places a duty on local authorities to provide for young people aged 13-19 (and up to 24 for those with learning difficulties and/or disabilities) sufficient recreational and educational leisure time activities and facilities for the improvement of young people's well-being and their personal and social development.
- (2)** The completion of an appropriate Equality Impact Assessment (EIA) and effective consultation with affected communities is essential risk management as well as good practice. Policy changes in other local authority areas have been subject to challenge through Judicial Review; for example, the London Councils' reduction in voluntary sector funding has been required by Mr Justice Calvert-Smith to recommence a full consultation process with all affected community organisations after being judged to have carried out an inadequate EIA process.

(3) The EIA initial screening took place in April 2010 and as a result, due to the size and scale of the transformation process, a full EIA will be required. The consultation element of the full screening will take place alongside the public consultation of the Service Transformation Proposal in order to ensure that communities are able to respond to local issues.

(4) The process of transformation may be subject to issues arising from the Localism and Decentralisation Bill, both the Community 'right to challenge' and the Community 'right to buy'. The former will give communities the right to run local authorities, whilst the latter allows the bidding for local assets deemed of value to the local community.

Main body and purpose of report

5. (1) This paper follows on from the 'Kent Youth Service: Service Transformation report' which received support at Cabinet on the 14th March 2011.

(2) Cabinet requested that a full proposal of the proposal for the Commissioning Model be submitted for endorsement. The Service Transformation Proposal is included at Appendix A and is based on the principle of a radical and innovative model for the future delivery of youth work in Kent – this Commissioning Model will involve considerably less direct delivery with an increased emphasis on the process of intelligent, outcome based, commissioning from an increased range and style of providers. As such, the new model provides greater opportunities for citizens to engage with and manage the delivery of their local youth services whilst maintaining the necessary strategic infrastructure to ensure sustainability.

(3) The proposed commissioning model will have some impact on staff, services users, partners and stakeholders. It is therefore a requirement to consult these groups over 90 days as part of the process of service transformation. The consultation is proposed to take place for all of the affected groups in parallel from 1st August 2011 to 29th October 2011, full details of the process, consultation materials and groups to be consulted are included at Appendix E.

(4) Further, due to the proposed impacts on KCC staff the HR implications and processes are included at Appendix C

Consultation and Communication

6. (1) This paper requests Cabinet endorsement for staff and public consultation on the attached Youth Service Transformation Proposal. As the proposal involves a significant reduction in staffing establishment, there will be a formal [90 day] consultation with staff and unions. At the same time, a consultation with partners and affected communities will be carried out. To further maximise this opportunity, the EIA will run concurrently.

Risk and Business Continuity Management

7. (1) Kent County Council has a national reputation for the delivery of high quality and effective Youth Services as recognised by Ofsted and the National Youth Agency. There is a significant risk to the quality and capacity of service delivery at the outset of the new Commissioning Model. It is intended to mitigate this risk through a process of supporting organisations within the Voluntary and Community Sector to develop to a position where they can competitively tender for contracts.
- (2) During the process of reducing direct delivery and increasing commissioning, decisions will need to be taken on a case-by-case basis on the use of existing KCC-owned youth centres. Whilst the potential for these properties to continue to be used for youth work and community purposes is a positive, it requires the retention of a certain capital risk for the local authority. A corporate approach to enable transfer of assets to communities will need to be developed to support this process following the results of consultation.
- (3) The transition period from directly delivered provision to a range of commissioned providers will require careful management to ensure that quality of provision is not adversely affected and that relationships with the local community continue to be supported.
- (4) Whilst considerable work is planned to support and develop capacity amongst local youth work providers, there remains a risk that the market will not be strong enough to commence full delivery at the date the new Commissioning Model comes into effect.
- (5) The timescales highlighted in Appendix A raise the risk of not being able to meet the required full year savings in the 2012/13 financial year. This risk can be mitigated in 2 ways: firstly, the directly delivered element can be reduced six weeks before the commissioned element commences giving a skeleton service during the summer holidays and therefore recouping some savings. Secondly, the Service would need to identify alternative funds to support the initial element of commissioned provision and therefore offset unachieved savings.

Sustainability Implications

8. (1) The ability to provide a mixed economy of high quality youth opportunities for young people to engage in youth work is crucial to meeting the diverse needs of all people in existing and future communities, and is proven to promote personal well-being, social cohesion and inclusion.

Conclusion

9. (1) This paper and its appendices set out the vision and operational model for a radical new way for KCC to continue to support positive outcomes for the young people of Kent and the communities in which they live. Following the endorsement of Cabinet, a full consultation of the public and staff will commence. Upon completion of this process and the incorporation of the findings of consultation, a Cabinet Member decision will be taken on the new delivery model within an overall structure of Integrated Youth Services in the county.

Recommendation

10. (1) This paper seeks the endorsement of Cabinet Members for a 90 day staff and public consultation on the attached proposal which contains the details for the transformation of Kent Youth Service from a directly delivered model to one combining commissioning and direct delivery. As a result of the consultation process, the Service Transformation Proposal will be reworked where required and will be followed by a Cabinet Member decision to proceed with the Service transformation and concurrent restructuring and tendering processes.

Background Documents

11. **Appendix A:** Service Transformation Proposal (including timescales)
- Appendix B:** Needs Analysis and Outcomes Framework for the Commissioning of youth work in Kent (including area-based appendices)
- Appendix C:** Service Transformation Personnel and HR Implications (including Job Descriptions and Structure Charts)
- Appendix D:** EIA Initial Screening
- Appendix E:** Service Transformation Consultation Plan

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Appendix A

KENT YOUTH SERVICE:

SERVICE TRANSFORMATION PROPOSAL

1. Executive Summary

- 1.1** Public services are changing, and the opportunities to do things differently with the increased participation of local communities have grown substantially. It is in this climate that Kent County Council's Youth Service has developed a vision for a new model of service delivery. This new approach combines excellence in direct delivery with commissioned, local providers to deliver creative approaches for young people to engage in youth work opportunities in their communities.
- 1.2** This Service Transformation Proposal (including its supporting documents) sets out a new model for the delivery of Kent County Council's Youth Service. It has been developed following a review of the current service and provides the basis for consultation on the future of Kent Youth Service on both the principle of the new model and how it is implemented in the 12 boroughs/districts of Kent.
- 1.3** The consultation process begins on 1st August 2011 and ends on the 29th October 2011 and is seeking responses from young people, local communities, KCC staff and all of those who have an interest in the provision of services for young people. Following the consultation period, responses will help to shape the final model and the future of youth service delivery in Kent and it is proposed that this will take full effect from September 2012.
- 1.4** The main proposal is to change the way that youth services are delivered and managed to ensure that high quality youth services can continue long into the future. The new model opens up opportunities for local communities to have a greater role in shaping and even running their youth services.
- 1.5** Rather than Kent County Council continuing to run all youth services in-house it is proposed that each District/ Borough area will have a core KCC offer comprising a 'Hub', one street-based project and one or more school-based youth worker. This will be enhanced by providing local groups to deliver their own youth work through the process of commissioning.
- 1.6** To enable this new model to be put into place, this Service Transformation Proposal sets out an approach to reducing KCC youth service delivery. This will result in a necessary saving, with the remainder being used to fund commissioned projects.

- 1.7 Importantly, and in addition to describing the overall approach, the Service Transformation Proposal sets out how this could work for each of the 12 District/Borough areas so that each local area can be understood and consulted upon.
- 1.8 The Service Transformation Proposal does not include any changes to a number of existing county-wide youth services including Outdoor Education Centres, Duke of Edinburgh's Award and support for Youth Participation [including Kent Youth County Council].
- 1.9 Other aspects of the Youth Service and Youth Offending Service will be subject to further review in light of the merging of the two services into one Integrated Youth Service since June 2011. The first stage of this review will directly affect the senior management teams of both services during the remainder of 2011/12.

2. Introduction and Rationale

- 2.1 This paper sets out the Service Transformation Proposal for a new operating model for the delivery of Kent County Council's Youth Service. It has been developed to secure the future sustainability of positive outcomes for young people in Kent.
- 2.2 The vision for youth work in Kent remains the ability to support young people through adolescence as they make the transition from childhood to adulthood and from dependence to independence. As such, the intention when creating the new delivery model is to retain a strong *universal* service which any young person can access. At such times as young people need additional support, this universal service will be supplemented by more *targeted* youth work interventions and a targeted approach to commissioned resources.
- 2.3 The proposed changes have been developed as a result of wider transformations in Kent County Council:
 - (a) The changing relationship between citizen and state, allowing local communities to take greater control of their services;
 - (b) Unlocking the potential of Kent's local communities to grow their economy through the development of social enterprises;
 - (c) The need to make financial savings across all services.
- 2.4 The Service Transformation Proposal therefore puts forward a new approach to service delivery based upon a model that moves from predominantly in-house provision to one which combines significantly reduced direct delivery by KCC with extensive commissioning via a range of external providers.
- 2.5 The aim of changing the model of service delivery is to encourage a wide range of local providers who will have the opportunity and flexibility to develop new and innovative methods of working with young people which are relevant to local contexts.

3. Towards a New Business Model for Kent Youth Service

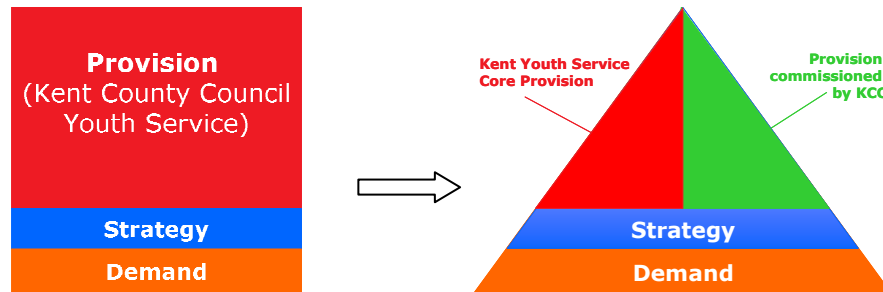
The Current Service

- 3.1** Kent Youth Service is committed to supporting the personal and social development of young people through the provision of high quality youth work activities which allows a process of informal education to take place. Traditionally, the Service has carried out this role through the direct delivery of youth work at over 90 locations across Kent through a variety of methods including youth centres, street-based projects, school-based work and Community Youth Tutors. The large majority of this work has been delivered directly by in-house KCC teams.
- 3.2** In addition, the Youth Service also currently supports a range of Voluntary and Community Sector groups with Partnership Awards Grants. As a result, more than 35 local groups are part-funded to directly deliver youth work in Kent and/or to provide support to member groups who do so (e.g. Kent Scouts, Kent Council for Voluntary Youth Services).
- 3.3** Kent Youth Service has a proven track record in the delivery of high quality services for young people which has been evidenced by two very good Ofsted reports in 2003 and 2008, the achievement of the National Youth Agency's Quality Mark for Youth Services in 2009 and two 'Learning Outside the Classroom' awards for its Outdoor Education Centres in 2010. The Service is able to maintain this level of quality through the application of a robust Quality Assurance framework and the regular production and update of effective curriculum resources.
- 3.4** Kent Youth Service also provides county-wide services such as Kent Youth County Council and other mechanisms for young people's democratic participation, and also acts on behalf of KCC as the Operating Authority for the Duke of Edinburgh's Award across the county. These will continue to be delivered and will be unaffected by the change of delivery model.
- 3.5** The Youth Service's Outdoor Education portfolio has been the subject of a separate review process and will continue to be directly delivered at this time. The following elements of service delivery are dependent upon a range of external funding sources and will continue to be delivered for the length of the respective funding arrangements:
- Cookham Wood YOI Youth Worker
 - 16plus Youth Worker
 - Foundation Learning
 - House on the Move
- 3.6** The Youth Service will also continue to support the development of young people through a process of becoming senior members and volunteers and is currently developing an apprenticeship scheme for youth work which is again externally funded and will run for the period of the funding arrangements.

The Proposed Service Model

- 3.7** Following an extensive review during 2010/11, a radical and innovative model has been developed for the future delivery of youth work in Kent – this Commissioning Model will involve considerably less direct delivery with an

increased emphasis on the process of intelligent, outcome based, commissioning from an increased range and style of providers. The diagram below illustrates the change in models of service delivery:

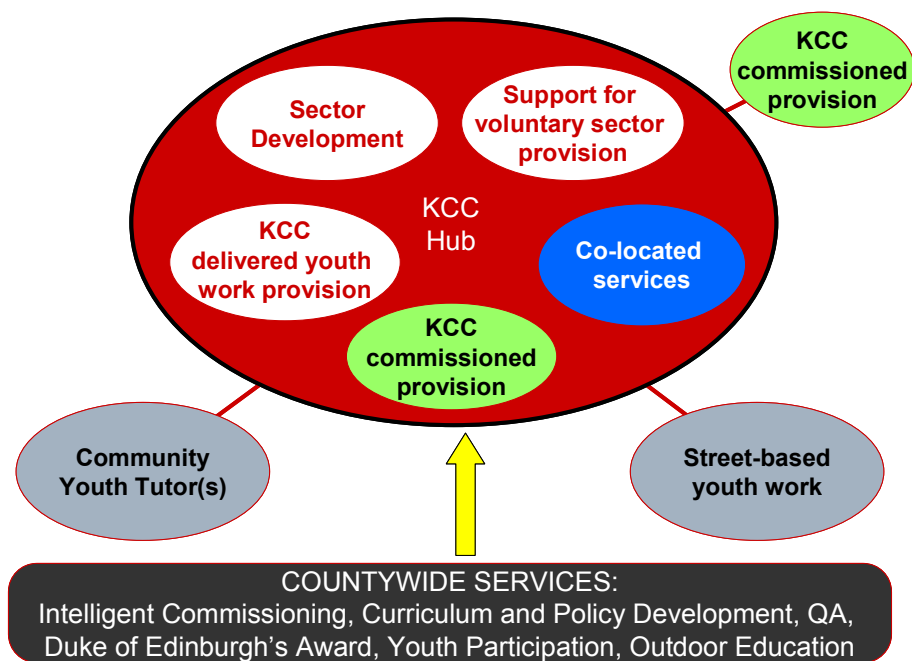


- 3.8** The diagram represents a change in methodology and is not intended to represent scale; the key fact is a reduction in youth service delivery of £1.7m and an increased (by a little over £800k) commissioning of local youth work providers to an amount of £1.2m.
- 3.9** The development of a commissioning budget means that the existing network of Partnership Award Grants will need to cease to allow for the increased delivery through a commissioning framework. This process will take place in line with the Kent Partners Compact for working with the voluntary & community sector and will be timed to cease current delivery immediately before the new model comes into place to ensure maximum financial protection for existing providers.
- 3.10** The new Commissioning Model is geographically based on the twelve districts/boroughs of Kent. In order to ensure that a mixed economy of youth work provision creates the maximum possible local opportunities for young people to engage, each of these areas will have the following elements:
- A directly delivered **Youth Hub**. Centrally placed within the District/Borough, the Hub will be a youth centre and is crucial to the successful delivery of the Commissioning Model. It will be a focal point for local youth work delivery - whether directly delivered or commissioned - and will also support the local area with workforce development, quality assurance and curriculum development. The Hub will also accommodate local managers and offer potential co-location opportunities for key partners including Youth Offending Service and Connexions;
 - At least one **Community Youth Tutor** delivered with a partner school, dependent on need and the availability of participating schools. This model is jointly funded with host schools to employ a youth worker who delivers activities during the school day as well as extended services and youth work activities within the local community during evenings, weekends and school holidays;

- A directly delivered **Street-Based Project** which will operate at locally agreed sites across the district/borough working with specific communities of young people. These projects will retain the ability to respond flexibly to local needs and engage with young people who would not choose to, or be able to, access fixed provision;
- **Commissioned Youth Work** activities which will be selected through an outcomes-based process. These would be delivered by a range of larger local providers who have an established presence in the community who may deliver in a range of locations alongside some small local community providers in order to maintain a mixed economy of providers.

3.11 The role of the hub and its lead member of staff are to ensure the development of a centre of youth work excellence within each district as well as supporting the development of high quality, issue based youth work delivered by commissioned providers. The support offered to commissioned providers will include training and workforce development for staff and volunteers, regular visits aimed at supporting quality of youth work and assisting in the development of curriculum and issue based youth work. Youth Service partners will also be co-located within the hub and joint delivery of services for young people may take place within some hubs.

3.12 The diagram below demonstrates how the Hub aligns with the other elements of youth work delivery and allows the support of local relationships and local decision-making around service delivery issues:



3.13 Delivery of services for young people in the hubs will primarily focus on curriculum-based positive activities which can be found in well structured youth provision such as creative arts, cookery, physical activities and sports, music and performing arts, issue-based fun activities, life skills development, health and relationships awareness, volunteering and accredited skills development. In addition to this core offer the hubs will work in partnership with other agencies to deliver services such as access to sexual health

information and support, smoking cessation, drugs and alcohol misuse interventions.

- 3.14** Dependent on local need the hubs could also support the joint delivery of services such as foundation learning to support young people gaining qualifications, programmes aimed at preventing young people entering the Youth Justice system, offer information, advice and guidance, welfare rights information, housing advice and support as well as targeted work for more vulnerable young people. All of the hubs will provide a key gateway into countywide services such as young people's participation, Outdoor Education and the Duke of Edinburgh's Award.

4. Service and Financial Impacts of the Commissioning Model

- 4.1** In order to create the budget and the opportunity for an increase in commissioned delivery, the Youth Service will need to cease direct delivery in 24 youth clubs and street-based projects. It is imperative to continue offering high quality youth work in the localities covered by these existing projects and it is envisaged that this be done in a range of ways:

- Where existing provision is no longer delivered by Kent Youth Service employees, delivery at that location could be continued through newly commissioned providers. In this eventuality, options for the use and maintenance of properties owned by Kent Youth Service [KCC] will need to be examined and will require support from the local authority's corporate property management team.
- New and innovative services would be developed in local areas by commissioned providers; this could include delivery from alternative locations to existing provision and using different methodologies.
- Existing provision will no longer be delivered to the same level but a reduced provision may be supported by a local Community Youth Tutor as part of their out-of-school work.

- 4.2** Whilst the changes in delivery offer the advantages of a transition from fixed to variable costs for the Service, and also increase the opportunities for engagement of local youth work providers, it is unknown at this stage how many newly commissioned projects will replace those which are no longer delivered directly following consultation. It is, however, anticipated that a greater number of smaller projects will replace the current delivery pattern.

- 4.3** The commissioning framework for the new service model will be specific to each district/borough to recognise local needs and will ensure access to *universal* provision whilst including elements of *targeted* provision and deploying commissioning resources in areas of highest need. A breakdown of the local need is included in the 12 district/borough appendices to the Needs Analysis and Outcomes Framework document (Appendix B).

- 4.4** To ensure the Commissioning Model operates effectively, it is critical to provide the opportunity to deliver youth work in a range of ways that allows young people to access services through a diverse group of providers. In order to do this, it is likely that capacity development within the Voluntary and Community Sector will be required as well as providing support for the

development of new social enterprises, possibly by staff who would no longer be employed by Kent Youth Service. This process may require access to Kent's Big Society Fund and other sources for newly created social enterprises.

- 4.5** The development of local social enterprise models, including community interest companies and mutuals, will need to take into account the relevant elements of the Localism and Decentralisation Bill such as the Community 'right to challenge' and the Community 'right to buy'. The former will give communities the right to run local authority services, whilst the latter allows the bidding for local assets deemed of value to the local community.
- 4.6** The ability to effectively commission services at a local level is dependent upon excellent local knowledge. It is envisaged that the Service will be able to draw upon the existing framework of Youth Advisory Groups and Locality Boards in order to do this. There will need to be a close working relationship with the newly established Local Children's Trust Boards as well as partnership working with each of the District/Borough Councils in order to develop area specific models of delivery. It will be crucial to examine how any Youth Service allocation of budgets to commission services can be aligned with other local commissioning and other locally desired outcomes.
- 4.7** It is proposed that the commissioning of services be undertaken in an outcomes focused manner, where providers are invited to tender innovative methods for meeting these outcomes which will lead to the contracting of services. The outcomes described have been designed to align with current priorities of other KCC commissioning as well as those of future Integrated Youth Service provision. (See appendix B for the proposed outcomes framework for the commissioning of youth work).
- 4.8** As noted above, the new service model requires the creation of a £1.2m allocation for commissioning from existing Kent Youth Service resources. Once created, the proposed allocation is intended to offer flexibility to allow for the commissioning of infrastructure organisations to provide support services to other organisations such as sector development, affiliation, CRB checks, etc where there is an evidenced need. It is anticipated that this will be necessary to ensure the continued growth and development of the Voluntary and Community Youth sector including newly commissioned organisations and those which receive no direct funding from Kent County Council.
- 4.9** An element of the work of infrastructure organisations is the development of potential new local delivery organisations through advice, training and support with finding funding. These functions have previously been partially delivered by Kent Youth Service's Voluntary Organisation Field Officers; however, these posts will be deleted with a view to fully commissioning these functions.
- 4.10** The major part of the commissioning allocation is to be spent on the provision of direct youth work delivery activities from a range of providers. There are many possible ways in which this allocation can be distributed; however the proposed method for allocating this resource is to consider the distribution of the youth population [13-19 years] of each of the 12 district/boroughs of Kent, along with the relative levels of deprivation and previous levels of school attainment. These last two indicators provide an objective, proxy measure of the general likelihood of a young person having positive outcomes later in life

based on where they live. Importantly, levels of deprivation for each area have been calculated based on where young people live rather than where they attend school on the basis that the provision being commissioned is intended to be primarily evening and weekend provision rather than during the school day.

- 4.11** Although the allocation of resources is proposed to be done at a District/Borough level this is not intended to restrict the development of work across administrative boundaries where opportunities exist. The amount of £1.2m for the commissioning of youth work activities is intended to be a basic amount which is spent on these activities. This should be understood as only the starting point as it is intended that by working more closely with partners both countywide and at a local level other resources which are intended to meet similar outcomes for young people could support integrated responses to the provision of activities for young people. In this way, there will be greater opportunities for high quality, local service delivery and administrative efficiencies.

5. Needs Analysis and Commissioning Outcomes

- 5.1** In order to ensure the new model of service delivery continues to create the best possible outcomes for young people by engaging in youth work activities, Kent Youth Service has developed a needs analysis which attempts to identify the generic needs of young people across the county and also highlights some specific area based issues.
- 5.2** Following on from the needs analysis, a set of outcomes which should be achieved from young people's engagement in any youth provision have been developed. These identify both generic outcomes and also some more targeted issues which are examined in more detail at a district/borough level.
- 5.3** The attached document 'Needs Analysis and Outcomes Framework for Commissioning Youth Provision in Kent' (Appendix B) gives full details, and it is proposed that this document forms the basis for the commissioning of youth work provision within the new service model.
- 5.4** Commissioned services will be required to comply with the four tiers for procurement values exclusive of value added tax:
- Below £8,000 a preferred supplier may be directly commissioned
 - Between £8,001 and £49,999 at least three written quotation must be sought from appropriate suppliers
 - Between £50,000 and £156,441 full competitive tendering process must be followed
 - Commissioning above a value of £156,442 (for goods and services) and £3,927,260 (for works) requires full Official Journal of the European Union (OJEU) tendering process.

6. Kent County Council Staffing Implications

- 6.1** In order to make the requisite savings and create an allocation for commissioning, the Youth Service will reduce by approximately 64.5 FTE

(Full Time Equivalents) from a staffing level of 233.73 FTE at the start of the service transformation.

- 6.2** Although it is not possible to give exact figures until after a period of consultation and recruitment, or to identify which posts and staff members will be affected, the proposals recommend the cessation of direct delivery in 27 different projects. These projects include 25 full time staff, a number of part-time cleaning staff equivalent to 5.5 FTE and a further 29 FTE which comprises a significant number of part-time youth support worker contracts.
- 6.3** The attached document 'Service Transformation, HR Implications and Process' (Appendix C) gives fuller details of how the processes of selection and diminution will be managed during the transformation from direct delivery to Youth Hubs and commissioning. This document also includes all relevant job descriptions and structure charts for the new structure.
- 6.4** The most crucial element of the Youth Hubs - and critical to their successful development - is the lead youth worker role. This post will retain the name of Senior Youth Work Practitioner (but will be substantively different to the current role) and will be carried out by suitably qualified youth work professionals with a demonstrable experience of delivering successful youth work, partnership activities, training and also of being a leader in the local community.
- 6.5** The Senior Practitioner role will involve local management and development responsibilities both within and outside of the hub, and therefore this role will be supported by a second JNC youth worker working on a 0.5FTE contract (replacing the current 12 hour unqualified backfill arrangement), whose key focus will be the delivery of youth work activities within the hub supported in turn by a team of part-time youth support workers.
- 6.6** Proposed changes to the Senior Youth Work Practitioner role include:
- the responsibility to support and deliver local workforce development for KCC and partner agency staff,
 - ensuring the delivery of a high quality, issue based, curriculum of youth work both in the hub and amongst commissioned providers,
 - supporting the delivery of youth work amongst local commissioned providers,
 - the removal of specific responsibility as a diversity champion as this will be expected of all staff.

A job description for the Senior Practitioner role can be found in the HR Implications document.

- 6.7** The current Senior Youth Work Practitioner job description has a dedicated requirement for the post holder to promote and develop diversity issues in their area of work and amongst their colleagues. This has been an essential element of the development of the Youth Service in supporting a wide range of young people. As the development of Youth Hubs require a change in the Senior Youth Work Practitioner role it is more crucial than ever to ensure that every member of the service actively promotes diversity and equality through their work. In addition commissioned providers will be required to evidence how they promote diversity and equality through the delivery of services.

- 6.8** The 0.5FTE Youth Worker in the Youth Hub is primarily a role focused on the delivery of face to face youth work in a universal setting; this role will also include an element of support for local youth fora. A job description for this role can be found in the HR Implications & Process document.

7. Property

- 7.1** The new model of service delivery for Kent Youth Service is heavily dependent on the successful implementation and management of 12 Youth Hubs, one per district/borough. These hubs are crucial to the successful delivery of the directly delivered youth work activities and also as a key point of support for local commissioned providers. As such the hubs will become a focal point for local integrated youth provision and will also support the local area with workforce development, quality assurance and curriculum development.

- 7.2** Whilst less important than qualified and experienced staff who are able to build relationships with young people, it is still important that the Hub building itself is of suitable quality for the delivery of youth work activities, accommodation for local managers, and training and development for professionals and volunteers.

- 7.3** In some districts/boroughs, the proposal for a hub is more straightforward due to a restriction in the number of suitable premises to choose from, whilst other areas have either several potential buildings to choose from or no suitable premises at all. In order to make the decisions on suitable locations for the hubs, buildings were assessed to see if they were fit for purpose against the following criteria:

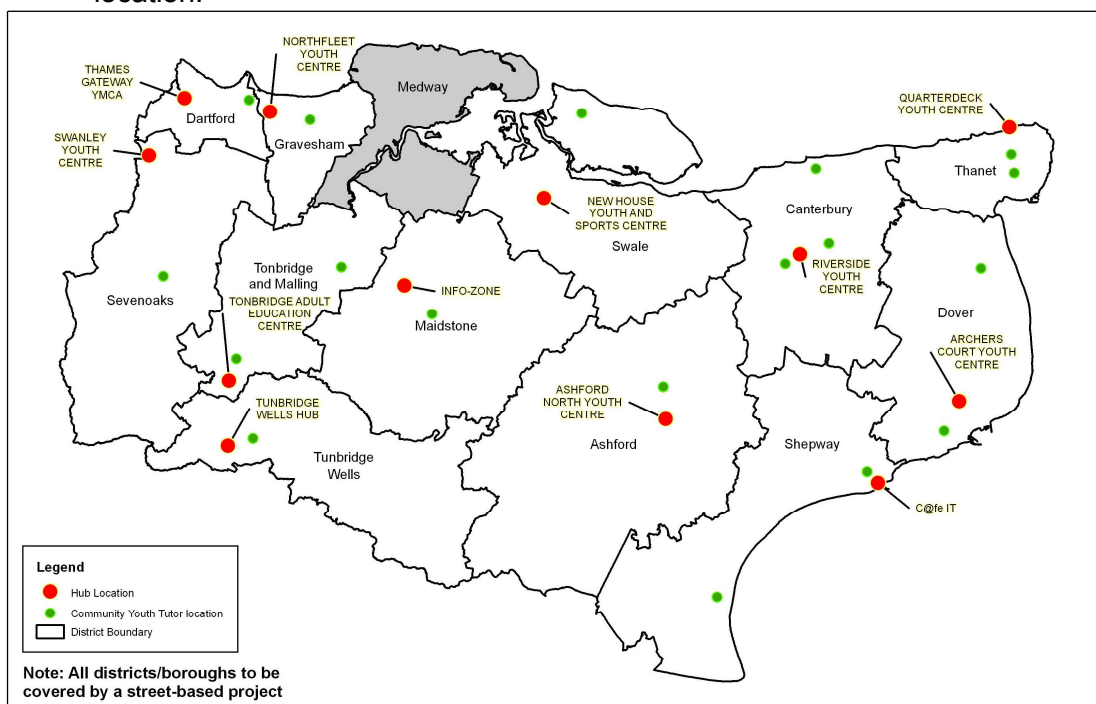
- The availability and quality of youth work space – this is to ensure that the buildings are able to deliver a range of activities meeting a range of needs of young people;
- The availability and quality of space for training - this is to ensure that the buildings are able to offer training and support, not just to KYS staff but also to a range of local partners and youth work providers;
- The accessibility of the building – this covers a range of issues e.g. physical access to the building including suitability to work with disabled members of the community, geographical location of the building relative to local population and local partners, ease of access to the building via public transport and other issues such as access to parking;
- The availability and quality of office space – in order to host both KYS and other multi-agency staff where required;
- Whether the building already has an existing network of local partners / multi agency provision;
- The ownership and running costs of the building and the potential for future income generation through hiring and lettings.

7.4 In some situations it is felt that the most appropriate building in a district or borough is not an existing Youth Service provision. Where this has been the case, preliminary discussions have been had with relevant local organisations about the inclusion of their premises in this consultation process, the potential outcomes of which would be a joint venture to establish a hub in that location.

7.5 As a result of the above processes, the following buildings have been identified as the potential 12 hubs for the new model of service delivery:

Ashford	Ashford North Youth Centre
Canterbury	Riverside Youth Centre
Dartford	Thames Gateway YMCA
Dover	Archers Court Youth Centre
Gravesham	Northfleet Youth Centre
Maidstone	InfoZone
Sevenoaks	The Junction, Swanley
Shepway	Café IT
Swale	New House Youth Centre
Tonbridge & Malling	Avebury Ave, Adult Education Centre
Thanet	Quarterdeck Youth Centre
Tunbridge Wells	Town Centre Retail Space [TBC]

7.6 The map below illustrates the directly delivered aspect of the new model for service delivery, showing the proposed Hub locations and Community Youth Tutor locations. The Street-based projects for each district are shown as an indicative location on the map as these will not be delivered from a fixed location.



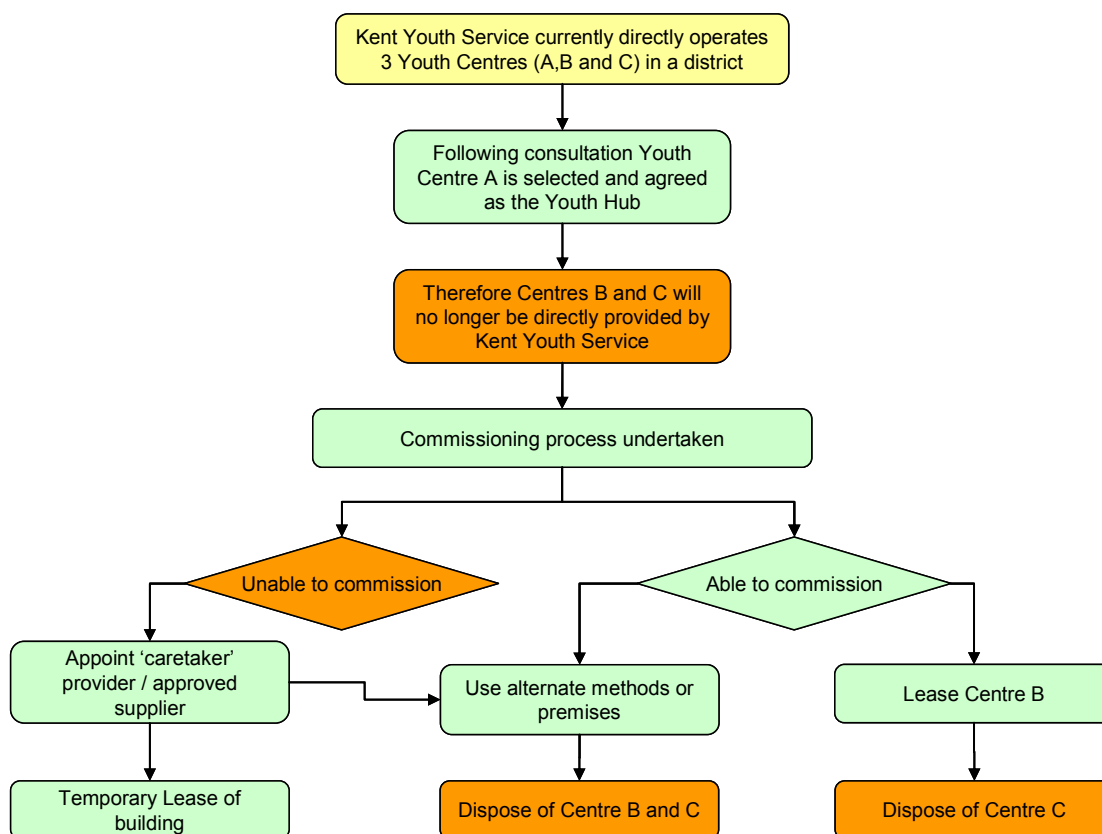
- 7.7 As a result of the new service model, some existing KCC Youth Service buildings will no longer be required for direct delivery purposes. However, under the commissioning model this provides those wishing to offer youth work in their locality with a range of opportunities. Those buildings that, subject to agreement on a case by case basis, may become available for commissioned youth work are listed in the table below.

Ashford	XC Youth Centre Sk8side Youth Centre	<p>These buildings may be available for delivery of provision under the commissioning framework which will have a resource allocation for activities in each area. Future usage would be dependant on lease agreements agreed on a case by case basis.</p> <p>N.B. Not all of these buildings are KCC facilities – some are leased from or operated in partnership with other agencies and therefore any future use would involve negotiation with the landlord/owner.</p>
Canterbury	Whitstable Youth Centre	
Dartford	The Bridge Youth Arts Centre	
Dover	Linwood Youth Centre Aylesham Youth Centre	
Gravesham	Miracles Youth Centre The Gr@nd	
Maidstone	Shepway Youth Centre Lenham Youth Centre	
Sevenoaks	Edenbridge Community Centre (opening 2012)	
Shepway	Hythe Youth Centre Folkestone Youth Project	
Swale	Sheerness County Youth Centre Faversham Youth Centre	
Tonbridge & Malling	SAMAYS Youth Centre	
Thanet	Concorde Youth Centre Artwise Youth Centre	
Tunbridge Wells	Mascalls Youth Centre	

- 7.8 Buildings unaffected by the process of identifying Youth Hubs are those which are currently run by Community Youth Tutors. Therefore, no significant change is proposed to the existing provision at Parklife Centre in Herne Bay or to Phase II Youth Centre in New Romney.
- 7.9 The proposal is that buildings no longer used directly by Kent Youth Service will first be made available to local youth work providers during a commissioning process as potential locations for the delivery of activities for young people. The details of how this could take place would be included in the commissioning process.
- 7.10 Some buildings may no longer be used for youth work provision as a result of providers not showing an interest because other methods and/or locations have been developed locally. If this is the case, these buildings will be

disposed of through a process led by KCC Facilities Management. The diagram below sets out an indicative process.

Example process for KCC facilities



8. Timescales

8.1 The table below demonstrates the projected timescales for the change in delivery model for the Youth Service:

Milestone		Date
Public and Staff Consultation	Commence	1 st Aug 2011
	End	31 st Oct 2011
Consultation analysis and final paper prepared		Nov 2011
Cabinet Member Decision		Dec 2011
Flexibility to allow for scrutiny/appeal processes		Jan 2012
Project Implementation – Recruitment and selection to new model		Feb/Mar 2012

Project Implementation – Tendering process	Feb-Apr 2012
Project Implementation – Delivery ends in provision no longer run by KYS	Jul 2012
Project Implementation – Hub provision commences	Jul 2012
Partnership Award Funding ceases	31 st Aug 2012
Full New Model Delivery (Hub and Commissioned delivery)	Sep 2012

Appendix B

KENT YOUTH SERVICE:

NEEDS ANALYSIS AND OUTCOMES FRAMEWORK FOR THE COMMISSIONING OF YOUTH WORK PROVISION IN KENT

1. Introduction

- 1.1** The publication 'Bold Steps for Kent' outlines the medium term plan for Kent County Council for the next four years; one of its three aims is to 'put the citizen in control':

"power and influence must be in the hands of local people and local communities so they are more able to take responsibility for their own community and service needs, such as creating new social enterprise".

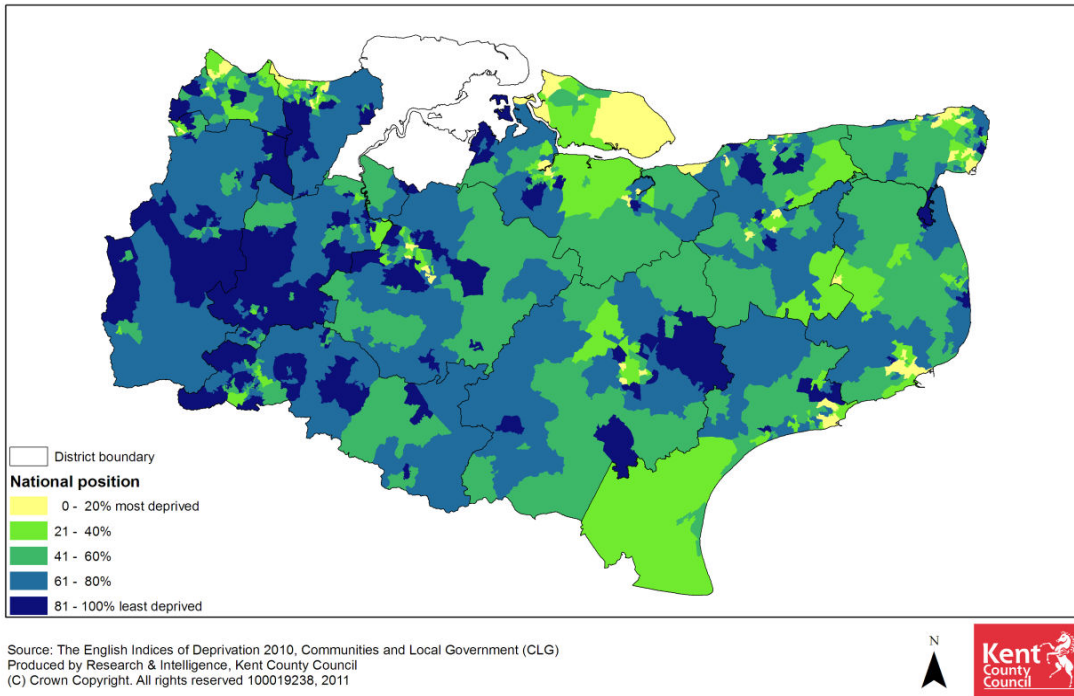
In line with this aim, Kent Youth Service is seeking to commission a range of providers to deliver youth work within local communities. This document lays out the intended outcomes for young people and the communities in which they live as a result of this commissioning process.

2. Service Context

- 2.1** The Education and Inspections Act 2006 (Section 6) places a duty on local authorities to provide for young people aged 13-19 (and up to 24 for those with learning difficulties and/or disabilities) sufficient recreational and educational leisure time activities and facilities for the improvement of young people's well-being and their personal and social development.
- 2.2** The focus on the ages 13-19 reflects the fact that these ages are commonly understood to represent a transition period for young people during which the engagement in positive leisure time activities as described in the Education and Inspection Act 2006 can offer significant benefits to young people. The statutory guidance for this duty states that local authorities should be clear that they are able to secure access to positive activities in order to accommodate individuals with early or delayed transitions.

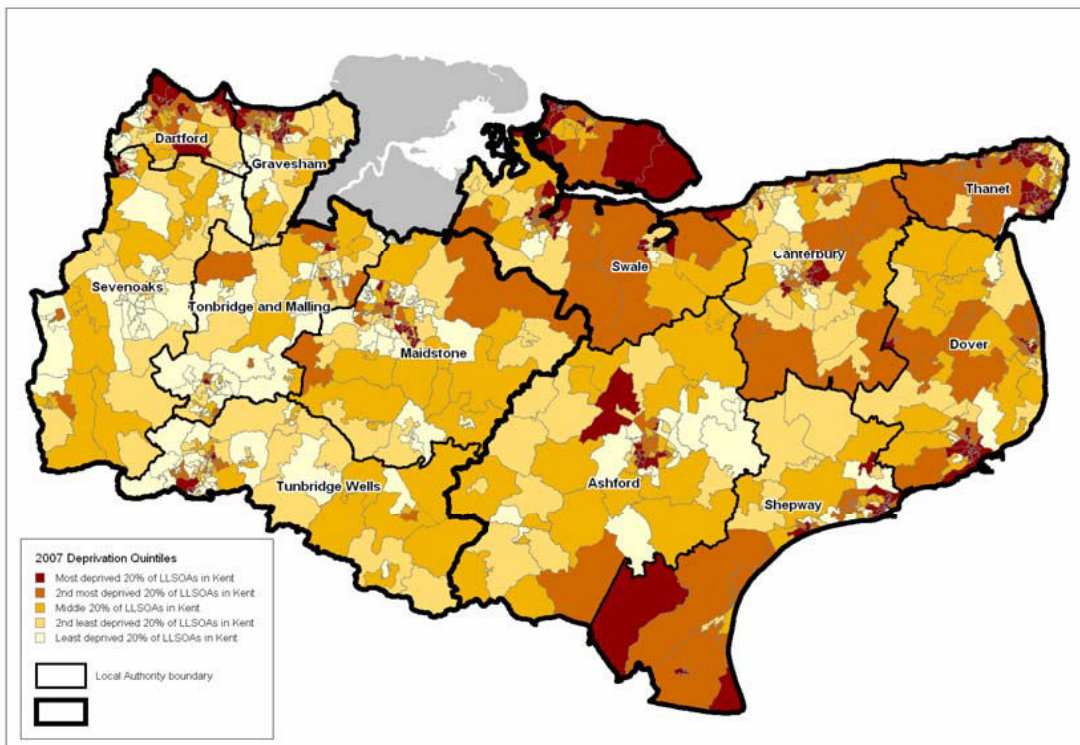
- 2.3** The statutory duty also requires the local authority to involve young people in the planning and decision making around the delivery of positive activities. The guidance is clear that the local authority and its partners should take into account the needs of groups of young people most at risk of negative outcomes and whose access to and engagement in positive activities is often limited.
- 2.4** The guidance also states that local authorities should consider the benefits of securing access to activities resulting in recorded and accredited outcomes, which young people can use to demonstrate competencies and access further opportunities.
- 2.5** Kent County Council covers an area including 12 districts/borough which have a combined 13-19 population of 131,030 young people (based on mid-2009 population estimates) located across a large number of urban population centres, with a significant number also living in more isolated rural communities.
- 2.6** Kent Youth Service has traditionally delivered positive activities to these young people through a network of Youth Centres, schools based youth work and a variety of street-based projects, all supplemented by a Partnership Awards process which supported youth work delivered through annual grants to the voluntary and community sector.
- 2.7** A geographical area the size of Kent naturally covers a wide range of socio-economic situations of local citizens and, whilst there are some relatively affluent areas of Kent, there are also areas with very high proportions of people with very low socio-economic status.
- 2.8** Whilst the mapping of areas of concentrated deprivation and therefore service need is important, the Joint Strategic Needs Assessment for Children in Kent identifies that young people and their families who live in relative deprivation in the most prosperous parts of Kent risk being isolated and have a strong likelihood of social exclusion.
- 2.9** Map 1 below shows the distribution of Indices of Multiple Deprivation within Kent on a national scale of deprivation whilst Map 2 ranks each of the Lower Level Super Output Areas (LLSOAs) for Kent into quintiles highlighting areas where there are significant concentrations of households living in relative deprivation.

Indices of Multiple Deprivation 2010



Map1

Rank of Index of Multiple Deprivation Scores for LLSOAs in Kent



Map 2

3. Needs Analysis

- 3.1** Kent Youth Service is committed to the delivery of a high quality range of youth work opportunities which develop the confidence and self esteem and is accessible to all young people, but which also offers specific support and guidance to young people during more vulnerable periods in their lives and therefore contribute to the Preventative Strategy through supporting positive life choices amongst young people.
- 3.2** In order to ensure the intended outcomes meet the appropriate needs of the wide range of young people throughout Kent, this document draws on a range of existing data sets and needs assessments such as the mid 2009 Population Estimate; the Joint Strategic Needs Assessment for Children in Kent; The Kent Children's Trust Strategic Planning Framework to Support Positive Outcomes for Children and Young People; The Pattern of Deprivation in Kent; The Equality and Diversity Profile for Kent; District and Borough Youth Strategies and the Local Children's Trust Board Children and Young People's Plans as well as local and national research into young people's development and engagement in activities.
- 3.3** The Strategic Planning Framework to Support Positive Outcomes for Children and Young People indicates seven key areas of need for all young people, of which three are particularly pertinent to outcomes for young people achieved through youth work. Each of the outcomes described in Section 4 below will in some way contribute to these three areas of need:
- Adolescent Engagement: Young people will be emotionally healthy with positive aspirations, equipped and informed in order to make healthy life choices, including developing healthy relationships, not misusing alcohol or drugs and not offending.
 - Emotional Wellbeing and Mental Health: Children and young people are equipped with emotional skills to build on success and deal with life's challenges.
 - Safeguarding: Children and young people are nurtured and protected in their families and are safe at school and in their communities.
- 3.4** Responses from young people in the 'Kent Youth Service, A Study of Engagement' demonstrates the value placed on existing provision. The outcomes achieved by young people through their attendance highlight the importance of safe places to socialise with friends and the ability to meet new people and take part in new and challenging activities.
- 3.5** The importance of appropriate spaces for young people to socialise and take part in positive activities is recognised at a local and national

level: research with teenagers and parents suggests that the lack of local, non-commercial spaces where teenagers can spend time together off the streets, contributed to reported levels of boredom and subsequent trouble among teenagers. (NACRO 2000).

- 3.6** The provision of universally accessed positive activities in a range of settings has proven to be effective in reducing the level of anti-social behaviour amongst young people and provides a positive pro-social environment which promotes the active personal and social development of the young person. (Tired of Hanging Around – Audit Commission 2009)
- 3.7** The Joint Strategic Needs Assessment for Children in Kent (after Cassen et al 2009) defines resilience as positive adaptation in the face of adversity and highlights the importance of promoting resilience in young people in order to increase the likelihood of achieving positive outcomes despite being at high risk for poor outcomes from a range of factors.
- 3.8** The provision of challenging positive activities and positive social environments can provide all young people with ways of developing some of the protective factors identified by Best and Witton (2001), most notably in developing the kind of self-esteem and pro-social relationships which are recognised by young people in the Kent Youth Service Study of Engagement - where 82.9% of young people (from a sample of 1176) indicated they have increased in personal confidence by taking part in youth work and 64% indicated they had made new friends.
- 3.9** Whilst the need to invest in the personal and social development of all young people is recognised by Kent Youth Service and reflected in the outcomes below, the need to give additional support and therefore targeted services for some is recognised where young people may be temporarily experiencing increased risks of negative outcomes (such as periods of familial breakdown, leaving education or employment or transition periods) or who are subject to ongoing and multiple risk factors (such as parental substance misuse, domestic violence, low socio-economic status).
- 3.10** The number of young people who live in Kent and are from Black and Minority Ethnic backgrounds is lower than the average across the UK; however, there are concentrations of particular communities in various locations throughout the county. Allied to this, the population estimates are based on 2001 estimates and therefore may not reflect recent migration patterns both into and out of Kent due to changes in public policy and economic conditions, particularly in the last few years.
- 3.11** The Children and Young People of Kent Survey 2009 (NFER 2010) identified that 8% of young people feel sad and depressed on most days. Whilst this is a reduction from the 2008 survey, it still represents

a significant minority of young people who may need support with mental wellbeing (as per the young person's own perception as there is no empirical link drawn here to diagnosed mental health conditions).

- 3.12** The incidence of poor self-perception of mental health increases significantly amongst more vulnerable young people. For example young people who are eligible for free school meals have a higher incidence of feeling sad or depressed most days and Looked After Children respond twice as highly as the average (16% rather than 8%). The need to support all young people to achieve the emotional skills to deal with life's challenges is recognised in the Strategic Planning Framework. These groups may therefore justify additional resources to support them.
- 3.13** The Joint Strategic Needs Assessment recognises that problematic risk-taking behaviours amongst young people are more strongly associated with social deprivation; for example, a strong class gradient exists between teenagers in the lowest income groups who are the heaviest smokers and those from families with professional backgrounds who are the lightest smokers.
- 3.14** Not only does education play a critical link between childhood disadvantage and adult disadvantage but also young people who are not engaged in education, employment and/or training are more likely to become involved in problematic risk taking behaviours as described above.
- 3.15** The same correlation between social deprivation and drug and alcohol misuse is more complex as there is no strong association between the use of cannabis and amphetamines and social deprivation, whilst highly problematic drug and alcohol use remains strongly linked to social deprivation. Therefore the use of positive activities to inform and influence all young people's choices around alcohol and drug use is important additional resource, and justified in supporting those from lower socio-economic backgrounds in their choices.
- 3.16** The prevalence of outcomes such as teenage pregnancy, early school leavers, poor employment prospects and becoming a lone parent all have strong links to young people who begin having sexual intercourse at an early age, as well of course as a increased likelihood of contracting STI's. As such, the use of positive activities to inform and influence young people's healthy life choices is paramount.
- 3.17** 'Kent Youth Service, A Study of Engagement' demonstrated relatively high levels of participation amongst young people who identified themselves as disabled, from a Black and Minority Ethnic background or Lesbian, Gay or Bisexual. As each of these groups is recognised as including young people who are potentially more vulnerable to negative outcomes, they justify continued allocation of resource to ensure an

ongoing high level of participation and access to personal and social development opportunities.

- 3.18** When a young person enters the youth justice system it is clear that the risk of negative outcomes later in life significantly increases; furthermore, the higher the number of engagements the higher the likelihood of negative outcomes. Therefore, the need to engage with young people to prevent entry and minimise involvement in the Youth Justice System is of considerable importance. In 2010, 68% of First Time Entrants were young men, an increase from 63% in 2009.
- 3.19** The needs identified above will directly influence the desired outcomes for the young people of Kent through engaging in youth provision. These outcomes are described in detail in section 4 below. Each district or borough has an appendix where specific identified needs relevant for more targeted approaches or groups of young people have been identified.

4. Outcomes

- 4.1** Kent Youth Service is committed to the provision of high quality youth work activities for the young people of Kent and in order to do this has identified a set of outcomes which young people should be able to achieve through their engagement with services. The following outcomes are generic which should be provided regardless of location. Each district or borough has an appendix which identifies any outcomes which may be linked to geographical or local strategic issues.
- 4.2** Young people should have access to dedicated spaces over which they are able to exercise a degree of ownership. These spaces should be suitable for a range of educational and recreational leisure activities as described in the Education and Inspections Act 2006. These spaces should primarily be available for positive activities during the hours of 6pm and 10pm weekday evenings and during the weekend. These dedicated spaces could be supplemented by the delivery of positive activities in a range of locations suitable to the local community context of the young people.
- 4.3** Provision of educational and recreational leisure activities should be delivered in an inclusive manner which allows young people from a variety of socio-economic and demographic backgrounds and varied ability to engage.
- 4.4** Provision of these activities should be gender, age, culture, ability and sexual identity specific as required by the local context but overall providing an equal offer for male & female, all ages, black and minority ethnic groups, disabled young people and lesbian, gay and bisexual young people.

- 4.5** Educational and recreational leisure time activities delivered should be both fun and challenging, enabling young people the opportunity to develop positive relationships with each other (including other young people they would otherwise not meet) and with appropriately skilled adults leading to an increased level of personal, social and emotional skill.
- 4.6** Young people should have access to a range of challenging outdoor education and residential activities both in the UK and overseas in order to provide key life milestones and increased opportunities for developing confidence, new skills and interpersonal relationships.
- 4.7** Educational and recreational leisure time activities should be delivered across a broad youth work curriculum activities including, but not exclusively, information and advice about sexual health, smoking cessation, drug and alcohol misuse and activities which challenge prejudice. In addition, more vulnerable young people should be able to access clear pathways to more intensive health interventions as and when they require it.
- 4.8** The emotional well-being and mental health of young people is paramount to their ability to cope with transition periods in adolescence, and educational and recreational leisure time activities should have a strong focus on developing young people's resilience and emotional well-being. In addition, more vulnerable young people should be able to access clear pathways to more intensive support as and when they require it.
- 4.9** Young people will have the opportunity to develop a range of skills in a variety of performing arts and sports with the opportunity to celebrate these skills at local and regional young people's events in order to both increase confidence and self-esteem and promote a positive image of young people.
- 4.10** Young people should have the opportunity to take part in educational and recreational activities which offer routes to skills development in both locally and nationally recognised accreditation frameworks and support their continued engagement in wider education or employment.
- 4.11** Young people will have a range of opportunities provided to them to engage in volunteering to support both their own development and also to enable them to take an active part in their local communities.
- 4.12** Young people should be fully involved in a decision making process about the design, delivery and evaluation of any educational and recreational leisure activities in order to ensure it directly meets their needs and allows the development of personal and social skills.

4.13 Young people should be supported to take part in local and regional participation activities in order to support their political understanding and development as citizens.

4.14 Educational and recreational activities should work to prevent or minimise the levels of engagement of young people at vulnerable periods in their lives with the Youth Justice System.

5. Commissioning Resources

5.1 Following a reduction in direct delivery, Kent Youth Service will redirect resources to the commissioning of youth work activities across Kent. The amount allocated for commissioning is expected to be £1.2 million. It is proposed to allocate this amount between organisations which directly deliver youth work and organisations which provide infrastructure services, i.e. the support for small direct delivery organisation through sector development, affiliation and CRB processing.

5.2 It is proposed that the commissioning budget will be distributed according to a resource allocation model which can take into account the local population, local levels of deprivation and the previous levels of attainment of an area, recognising that these combined factors are indicative of the likelihood of young people achieving positive outcomes.

5.3 Whilst commissioning allocations may be proposed on a district/borough basis this is not intended to prevent the development of work across boundaries where relevant.

5.4 The amount of £1.2m for the commissioning of youth work activities is intended to be a basic amount which is spent on these activities. This should be understood as only the starting point as it is intended that by working more closely with partners both countywide and at a local level other resources which are intended to meet similar outcomes for young people could support integrated responses to the provision of activities for young people. In this way, there will be greater opportunities for high quality, local service delivery and administrative efficiencies.

6. Local Context

6.1 In addition to the Service context in Section 2 and the general needs analysis in Section 3, the 12 appendices below give more detailed information from a range of sources on each of the districts and boroughs.

- 6.2** Each appendix includes a Children's Wellbeing Index (CWI) Score, this is a figure provided by the Department for Communities and Local Government (2009). Like the Indices of Multiple Deprivation score, the CWI scores provide a relative ranking of areas across England according to their level of deprivation but with reference to children specifically; higher scores indicate higher levels of deprivation.
- 6.3** Whilst some local demographic information is available, figures for the number of Lesbian, Gay, Bisexual or Transgender (LGBT) young people within the population are not available in any data set. Stonewall, the lesbian gay and bisexual charity currently states that the government's estimate of 5-7% of the population is reasonable. This estimate can safely be assumed to apply across the districts/boroughs.

Appendix 1: Youth Provision, Ashford

Local level of need:

The Borough of Ashford has a 13-19 population of 10,100 young people placing it joint seventh in the county for this age group. The area has a further 10,100 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The Children's Wellbeing Index (CWI) Score for Ashford is 118.7 which places it 5th amongst Kent area.
- On national Indices of Deprivation, Ashford has moved from being ranked 206 in 2007 to 198 in 2010. Whilst it remains ranked 8th out of 12 for KCC, it does indicate that it has become relatively more deprived than other areas in England. Ward level deprivation is demonstrated on the map below.
- 5.4% of all residents are from BME communities (Kent average 6.3% England average 11.8%). BME children and young people aged 0-15 comprise 8% of the local population.
- 3% of young people aged 0-24 in Ashford claim disability living allowance; 1.2% of secondary school children have a statement whilst a further 19.8% have additional needs but no statement. From this it is possible to estimate that between 2000 and 2250 young people could benefit from additional support through youth provision.
- There are 239 Looked After Children in Ashford Borough 130 of which are other LA children placed in Kent.
- 106 young people were First Time Entrants to the Youth Justice System in 2010, down from 165 in 2009.
- The under 18 Conception rate for 2007/09 was 39.9 per 1000; the target rate for 2009/11 is 25.6.
- In February 2011 3.92% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.17% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Ashford Youth Framework to 2013 highlights 7 priority outcomes and strategic actions which include ensuring young people are involved in the consultation processes for future development, well connected to job opportunities, represented positively and are able to access a broad range of provision.

Local level of provision:

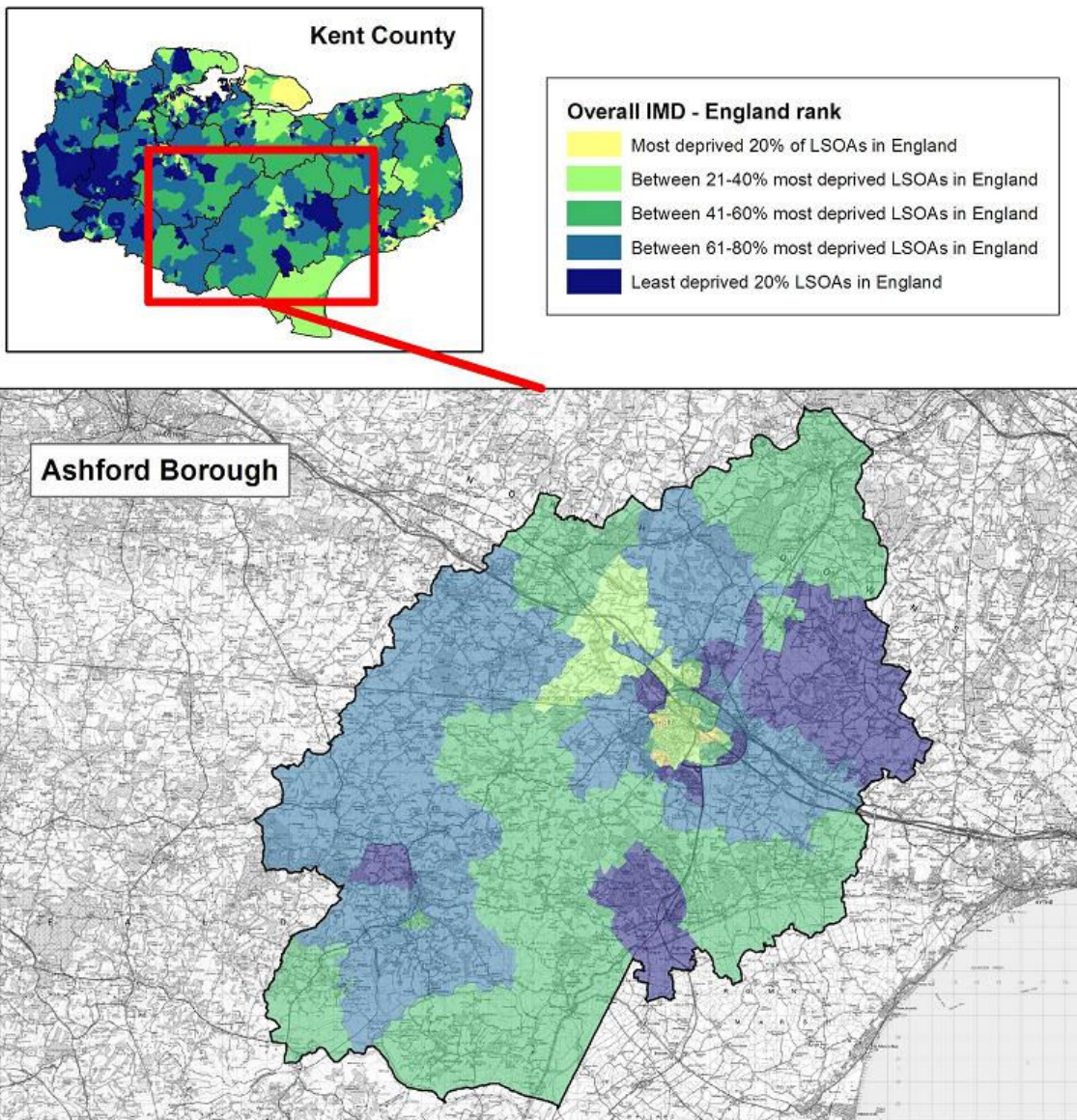
The proposed new model of service delivery for Kent Youth Service in Ashford will consist of direct delivery through:

- a Youth Hub at the existing Ashford North Youth Centre;
- the Community Youth Tutor based at the Towers School;
- the development of an Ashford Borough Detached Project.

This means that the facilities currently used for the XC Youth Centre at John Wallis Academy and Sk8side would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery, Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Ashford based on the Index of Multiple Deprivation 2010



Ashford is ranked 198th out of 326 authorities in England. A rank of 1 is the most deprived. This places Ashford in England's least deprived half of authorities.

Stanhope has the highest level of deprivation in Ashford, followed by Aylesford Green and Victoria.

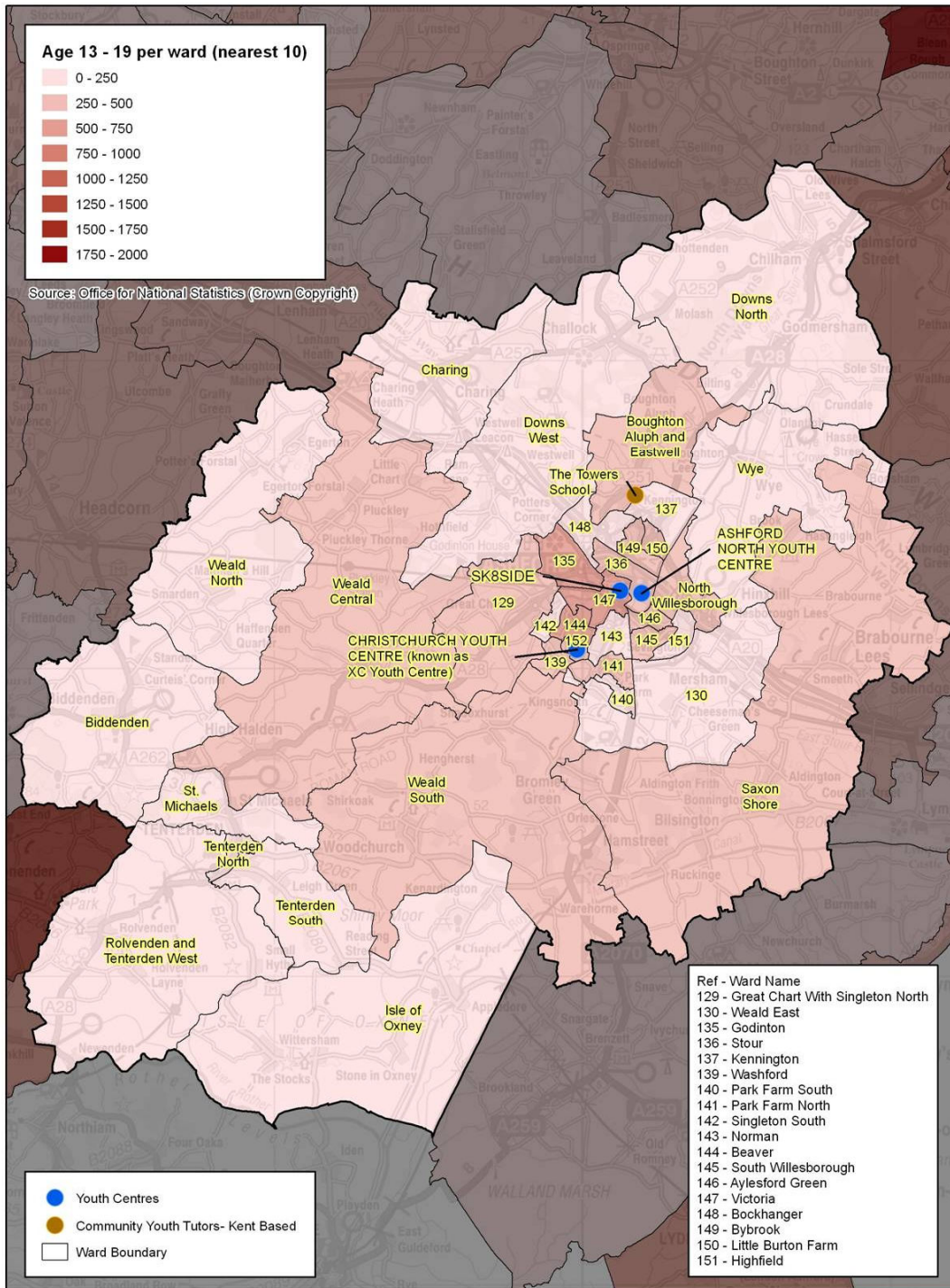
Ashford LSOAs	Number	%
Within England's top 20% most deprived	4	5.7%
Within South East's top 20% most deprived	15	21.4%
Within Kent's top 20% most deprived	10	14.3%

Out of a total of 70 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Ashford (with existing provision)



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Appendix 2: Youth Provision, Canterbury

Local level of need:

Canterbury has the highest 13-19 population with 16,300 young people; however, this may be slightly skewed due to the increased number of 18-19 year old residents in the area studying at the University located in the city. The area has a further 21,100 young people between the ages of 11-25 with a similar distortion likely at the higher end of this range. The population density of the 13-19 population is demonstrated on the map below, the distortion caused by student residents evident through the high density of Blean Forest ward within which the halls of residence are located.

- The overall Children's Wellbeing Index (CWI) Score for Canterbury is 123 which places it 6th in the county.
- On the national Indices of Deprivation, Canterbury has moved from being ranked 180 in 2007 to 166 in 2010, and has moved from being the 7th most deprived area of KCC to the 6th which indicate that it has become relatively more deprived than some other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 7.8% of residents are from BME communities (Kent average 6.3% England average 11.8%). BME children and young people aged 0-15 comprising 8% of the local population.
- 3% of young people aged 0-24 in Canterbury claim disability living allowance; 1.6% of secondary school children have a statement whilst a further 20.6% have additional needs but no statement. From this it is possible to estimate that between 2750 and 3000 young people could benefit from additional support through youth provision.
- There are 280 Looked After Children in the Canterbury over 150 of which are other LA children placed in Kent.
- 112 young people were First Time Entrants to the Youth Justice System in 2010, down from 156 in 2009.
- The under 18 Conception rate for 2007/09 was 31.1 per 1000; the target rate for 2009/11 is 19.8.
- In February 2011 6.16% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 2.60% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The local Canterbury district Youth Strategy 2008 – 2012 outlines four key themes so that services in the area can work closely together to improve outcomes: things to do places to go; active citizens; advice and guidance; intensive support.

Local level of provision:

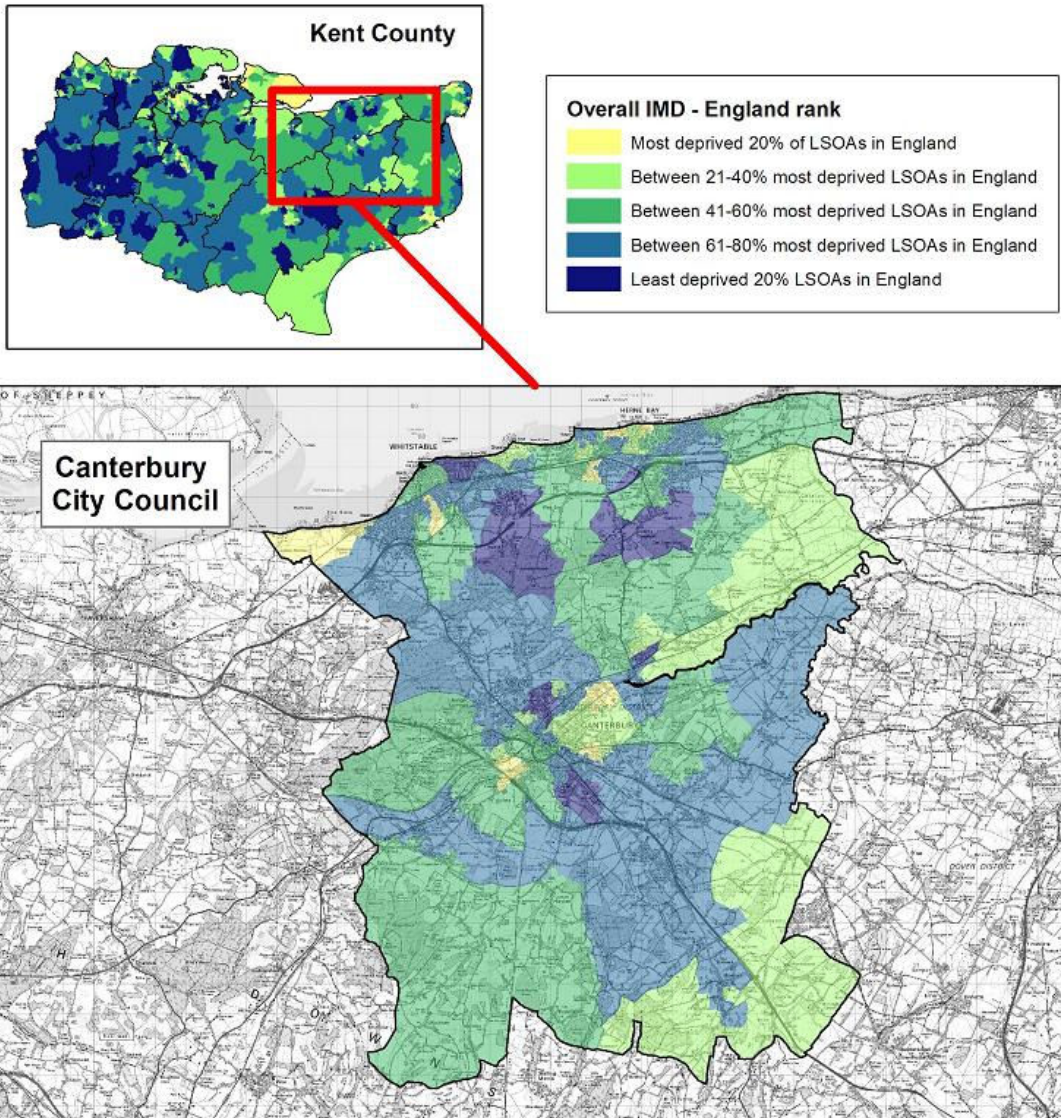
The proposed new model of service delivery for Kent Youth Service in Canterbury will consist of direct delivery through:

- A Youth Hub at the existing Riverside Youth Centre;
- the Community Youth Tutors based at the Canterbury Academy, Herne Bay High School and Spires Academy;
- the development of a Canterbury Detached Project;
- the Community Youth Tutor based at Herne Bay High School continuing to manage and deliver youth work at the Parklife Centre in Herne Bay.

This means that the facilities currently used for Whitstable Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Canterbury based on the Index of Multiple Deprivation 2010



Canterbury City council is ranked 166th out of 326 authorities in England. A rank of 1 is the most deprived. This places Canterbury in England's most deprived half of authorities.

Correll has the highest level of deprivation in Canterbury, followed by Heron and Wincheap.

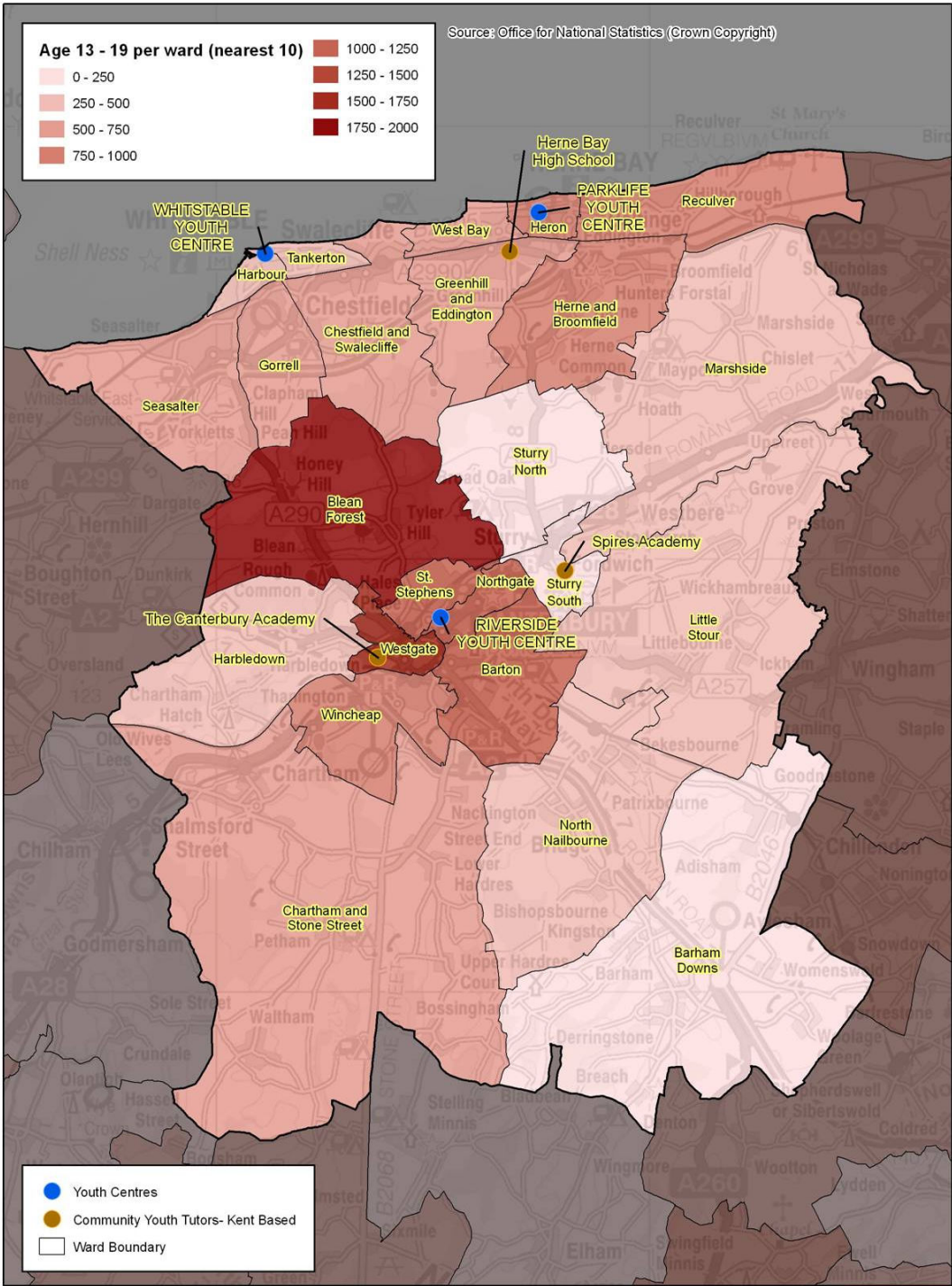
Canterbury LSOAs	Number	%
Within England's top 20% most deprived	8	8.9%
Within South East's top 20% most deprived	21	23.3%
Within Kent's top 20% most deprived	16	17.8%

Out of a total of 90 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Canterbury (with existing provision)



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Appendix 3: Youth Provision, Dartford

Local level of need:

Dartford has the joint smallest 13-19 population with 8,400 young people, the area has a further 9,400 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Dartford is 126.2 which places it 7th in Kent.
- On the national Indices of Deprivation, Dartford has moved from being ranked 180 in 2007 to 166 in 2010, and has moved from being the 7th most deprived area of KCC to the 6th which indicate that it has become relatively more deprived than some other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 9.6% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 12% of the local population.
- 3% of young people aged 0-24 in Dartford claim disability living allowance; 1.3% of secondary school children have a statement whilst a further 14.1% have additional needs but no statement. From this it is possible to estimate that between 1200 and 1400 young people could benefit from additional support through youth provision.
- There are 330 Looked After Children across Dartford and Sevenoaks over 200 of which are other LA children placed in Kent.
- 85 young people were First Time Entrants to the Youth Justice System in 2010, down from 134 in 2009.
- The under 18 Conception rate for 2007/09 was 36.1 per 1000; the target rate for 2009/11 is 19.6.
- In February 2011 6.20% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.92% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

Under the theme of Adolescent Engagement the Draft Local Children's Trust Board Children and Young People's Plan 2011 - 2014 for Dartford identifies the need to: engage young people in local decision making; create targeted resources for healthy lifestyle choices and sexual health; help young people achieve skills which allow them to take an active part in society.

Local level of provision:

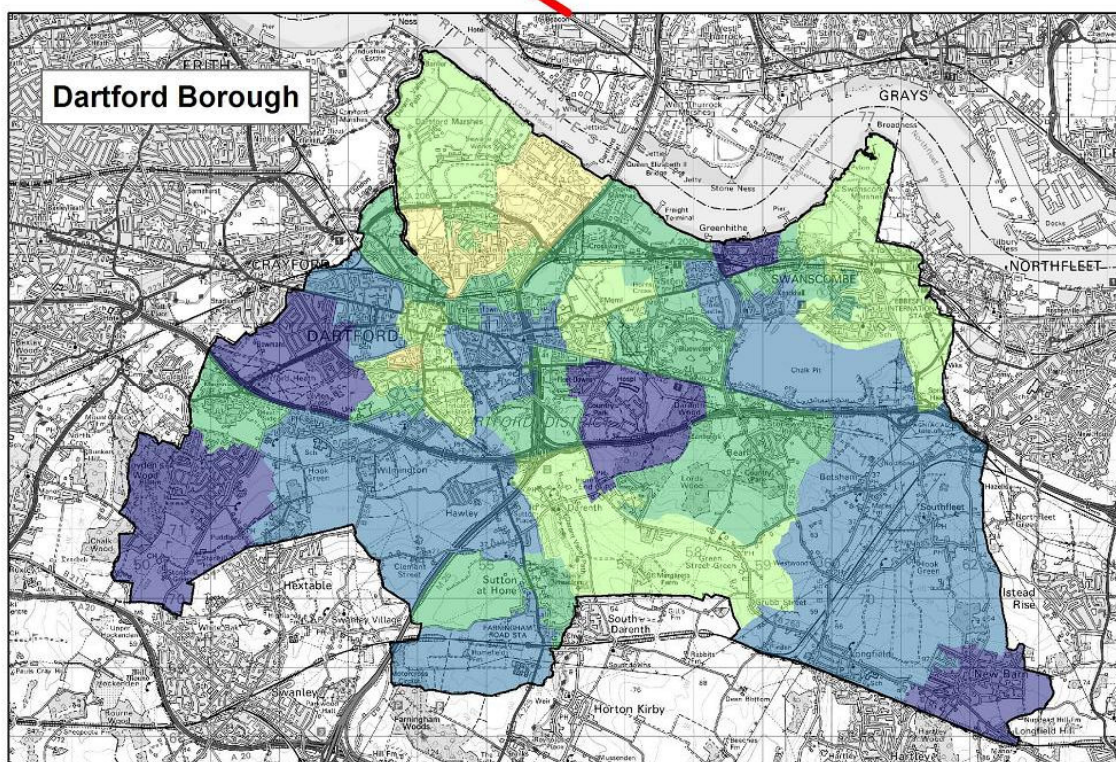
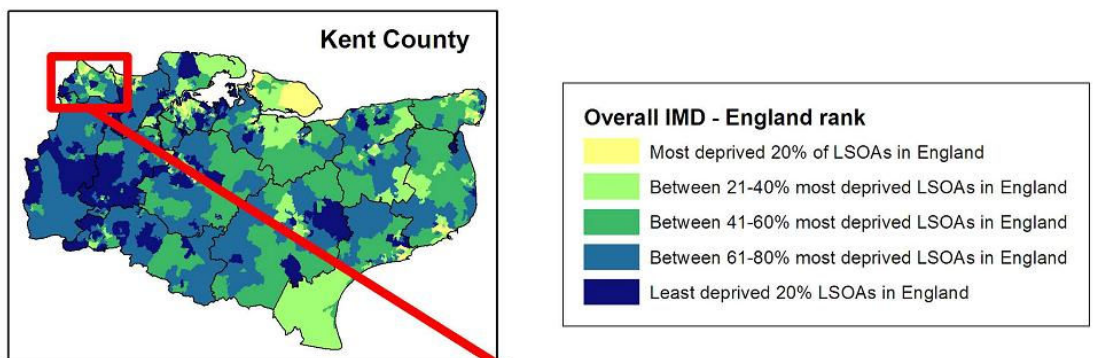
The proposed new model of service delivery for Kent Youth Service in Dartford will consist of direct delivery through:

- A Youth Hub by developing a partnership approach with Thames Gateway YMCA at the Dartford Hub;
- developing a Community Youth Tutor based at Swan Valley School;
- the development of a Dartford Borough Detached Project.

This means that the facilities currently used for The Bridge for Young People would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Dartford based on the Index of Multiple Deprivation 2010



Dartford is ranked 175th out of 326 authorities in England. A rank of 1 is the most deprived. This places Dartford in England's least deprived half of authorities.

Littlebrook has the highest level of deprivation in Dartford, followed by Joyce Green and Princes.

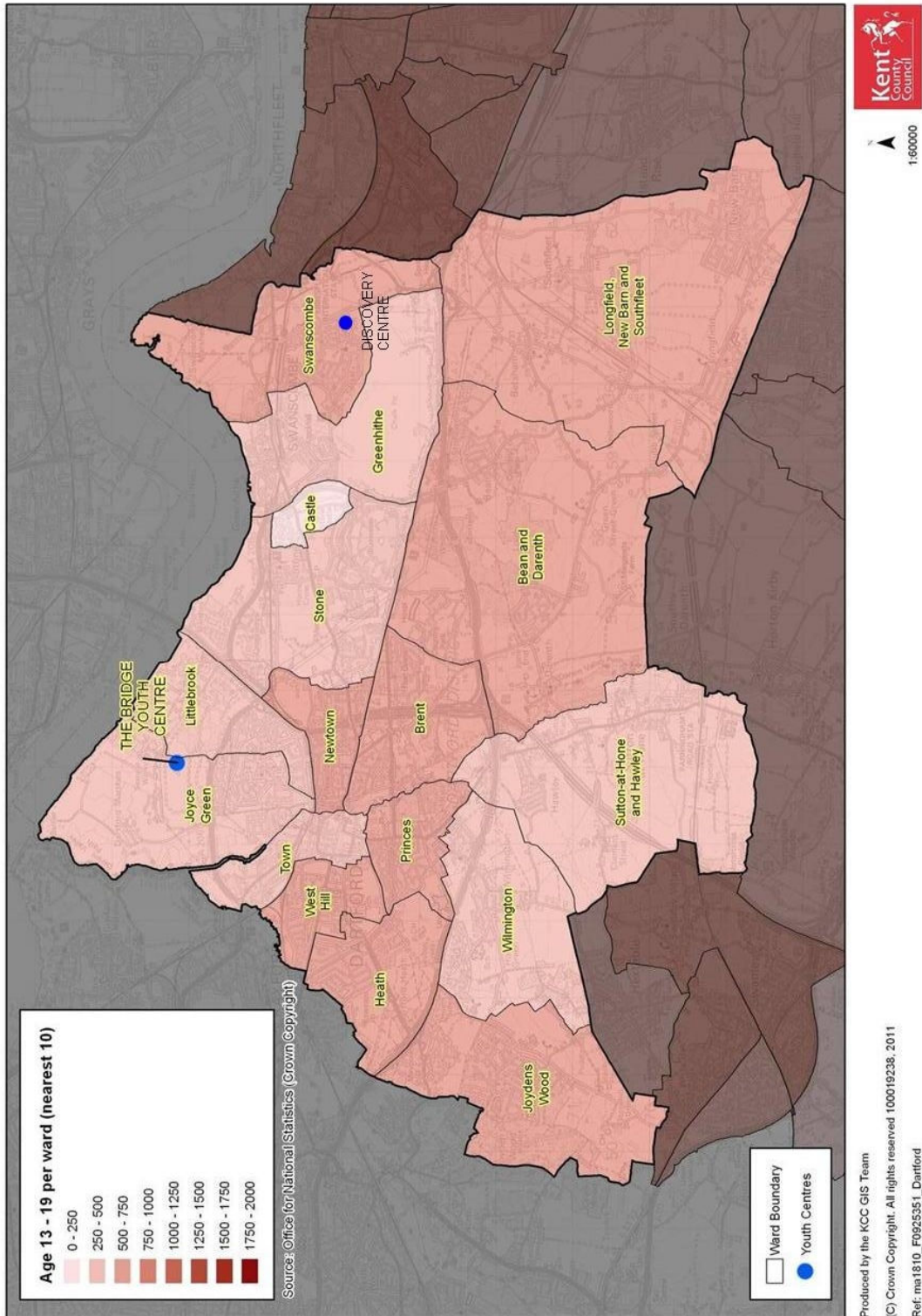
Dartford LSOAs	Number	%
Within England's top 20% most deprived	3	5.2%
Within South East's top 20% most deprived	12	20.7%
Within Kent's top 20% most deprived	8	13.8%

Out of a total of 58 LSOAs

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13-19 Population Density, Dartford (with existing provision)



Appendix 4: Youth Provision, Dover

Local level of need:

The District of Dover has a 13-19 population of 10,100 young people placing it joint seventh in the county for this age group, the area has a further 8,800 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Dover is 137.7 which places it 8th in Kent.
- On the national Indices of Deprivation Dover has moved from being ranked 142 in 2007 to 127 in 2010, and has moved from being the 5th most deprived area of KCC to the 4th which indicates that it has become relatively more deprived than some other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 3.6% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children & young people aged 0-15 comprise 5% of the local population.
- 4% of young people aged 0-24 in Dover claim disability living allowance; 1.7% of secondary school children have a statement whilst a further 22% have additional needs but no statement. From this it is possible to estimate that between 2100 and 2300 young people could benefit from additional support through youth provision.
- There are 164 Looked After Children across Dover over 70 of which are other LA children placed in Kent.
- 138 young people were First Time Entrants to the Youth Justice System in 2010, down from 203 in 2009.
- The under 18 Conception rate for 2007/09 was 36.4 per 1000; the target rate for 2009/11 is 23.6.
- In February 2011 4.89% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 1.88% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The local Youth Strategy for Dover District 2008 – 2012 identifies 55 separate aims under the Every Child Matters themes along with a specific focus on Disabled Young People.

Local level of provision:

The proposed new model of service delivery for Kent Youth Service in Dover will consist of direct delivery through:

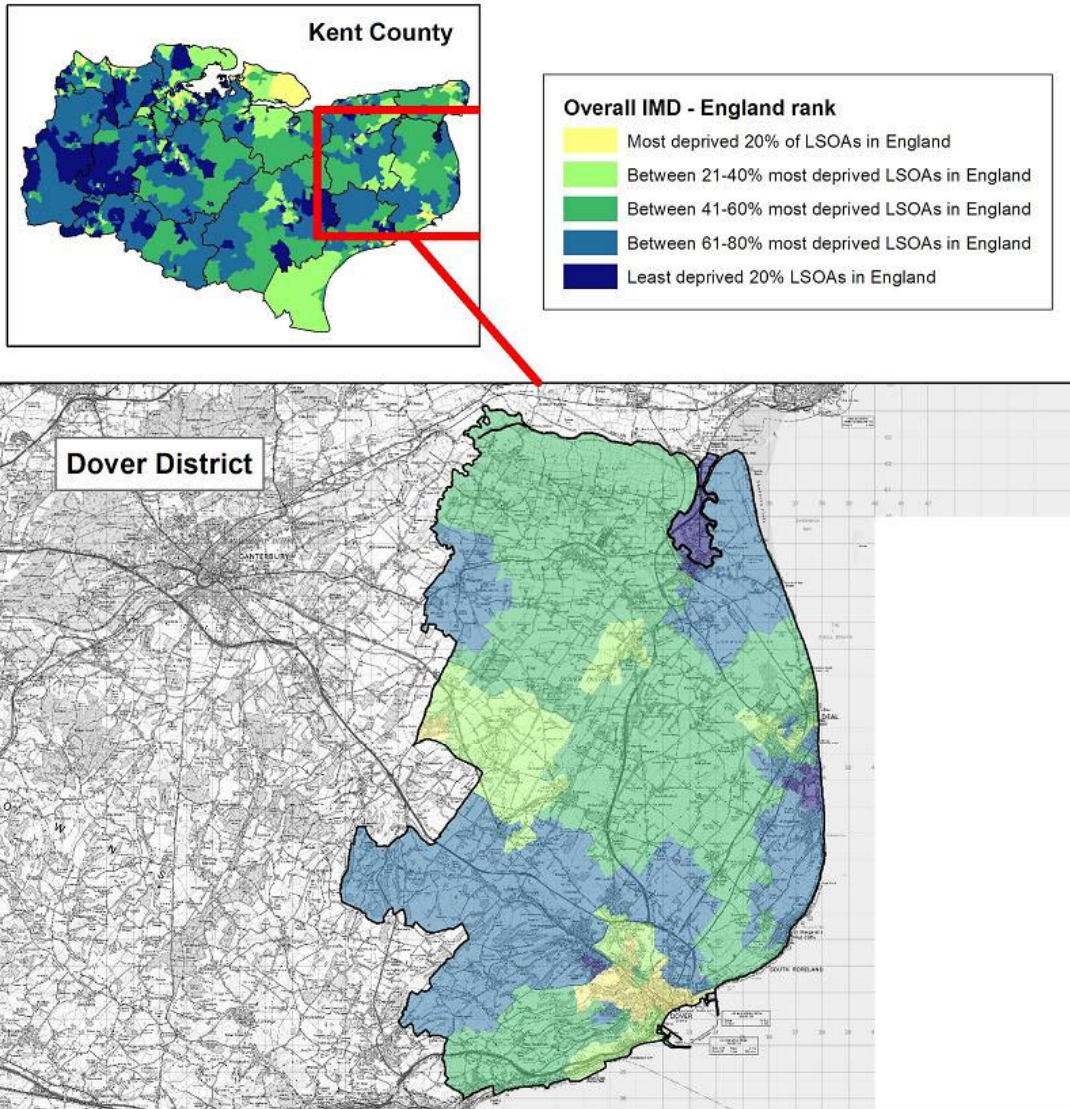
- A Youth Hub at the existing Archers Court Youth Centre;

- the Community Youth Tutors based at Sandwich Technology School and Harbour/St Edmunds RC Schools;
- the development of a Dover District Detached Project.

This means that the facilities currently used for Aylesham Youth Centre and Linwood Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Dover based on the Index of Multiple Deprivation 2010



Dover is ranked 127th out of 326 authorities in England. A rank of 1 is the most deprived. This places Dover in England's most deprived half of authorities.

St.Radigunds has the highest level of deprivation in Dover, followed by Buckland and Tower Hamlets.

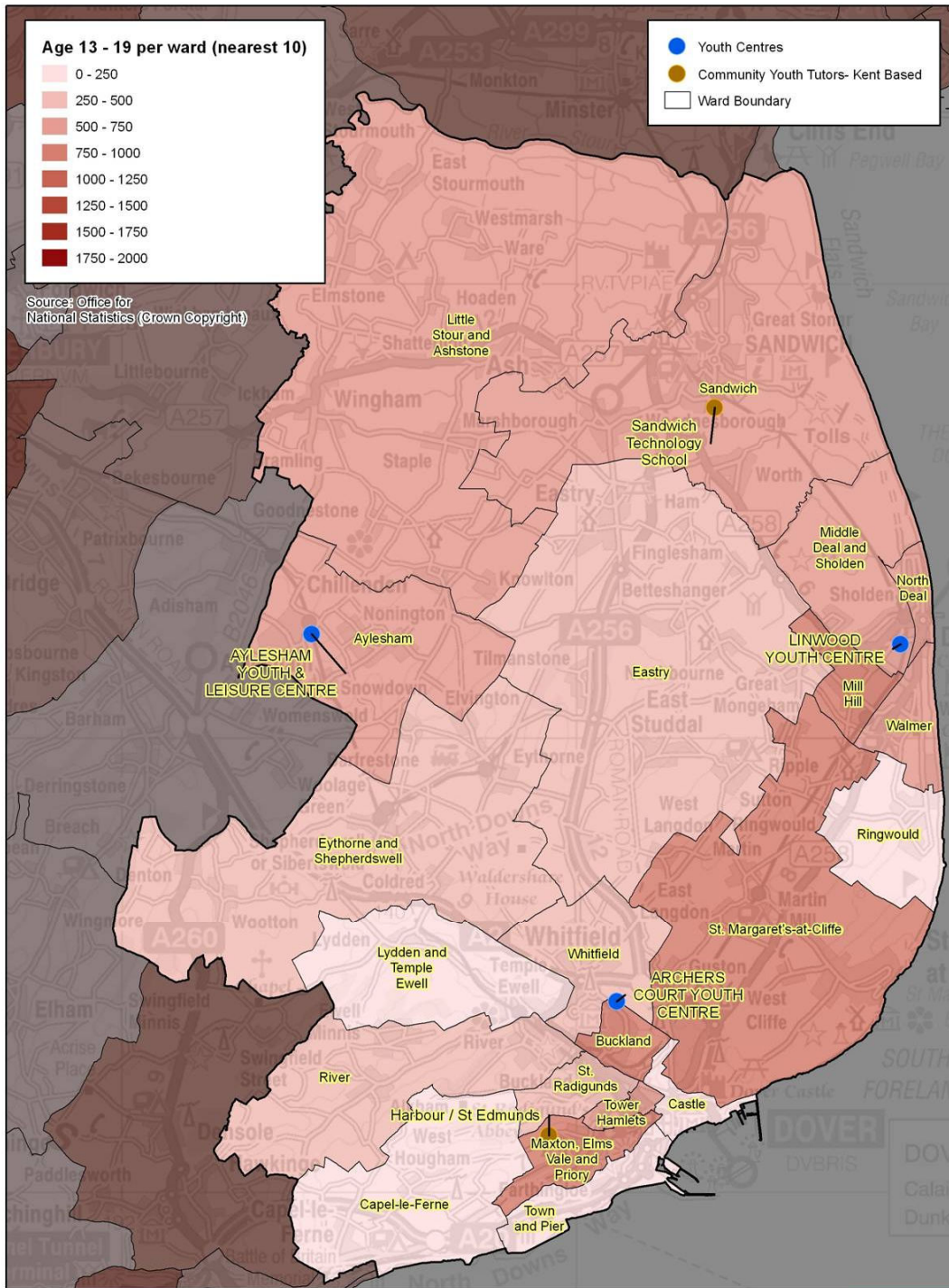
Dover LSOAs	Number	%
Within England's top 20% most deprived	11	16.4%
Within South East's top 20% most deprived	21	31.3%
Within Kent's top 20% most deprived	15	22.4%

Out of a total of 67 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Dover (with existing provision)



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Appendix 5: Youth Provision, Gravesham

Local level of need:

The Borough of Gravesham has a 13-19 population of 9,300 young people placing it 10th in the county for this age group, the area has a further 9,700 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Gravesham is 146.8 which places it 9th in Kent.
- On the national Indices of Deprivation Gravesham has moved from being ranked 134 in 2007 to 142 in 2010, and has moved from being the 4th most deprived area of KCC to the 5th which indicates that it is one of the few that has become relatively less deprived than other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 12.9% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 15.4% of the local population.
- 3.8% of young people aged 0-24 in Gravesham claim disability living allowance; 1.5% of secondary school children have a statement whilst a further 22.1% have additional needs but no statement. From this it is possible to estimate that between 2000 and 2200 young people could benefit from additional support through youth provision.
- There are 199 Looked After Children across Gravesham over 100 of which are other LA children placed in Kent.
- 144 young people were First Time Entrants to the Youth Justice system in 2010, down from 153 in 2009.
- The under 18 Conception rate for 2007/09 was 38.1 per 1000; the target rate for 2009/11 is 21.6.
- In February 2011 5.17% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.45% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Draft Local Children's Trust Board Children and Young People's Plan 2011 - 2014 for Gravesham identifies the teenage conception rates, sexual health issues, higher than average numbers of entrants in to the Youth Justice system and the engagement of participation of young people as key issues under the theme of Adolescent Engagement.

Local level of provision:

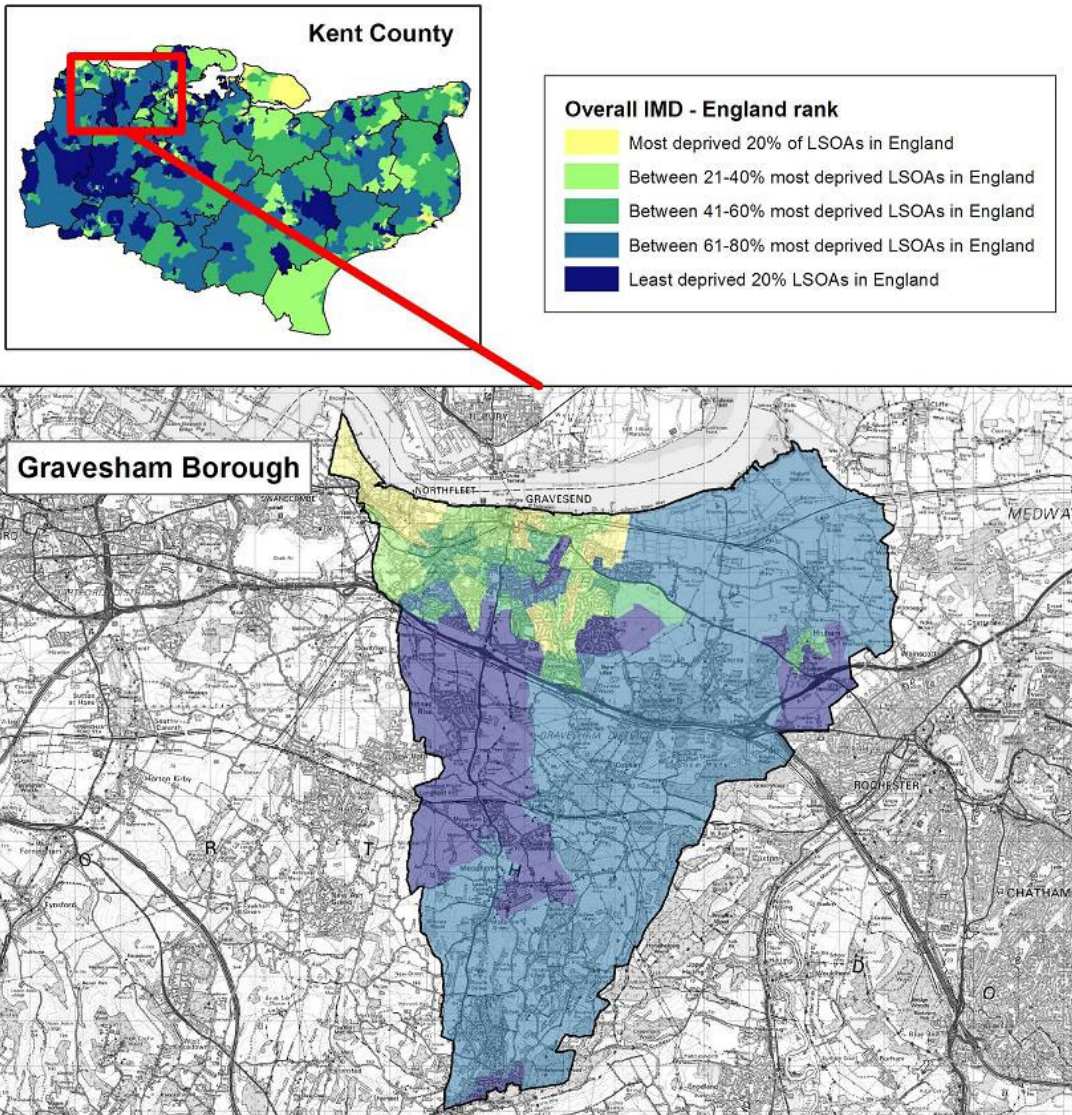
The proposed new model of service delivery for Kent Youth Service in Gravesham will consist of direct delivery through:

- A Youth Hub at the existing Northfleet Youth Centre;
- the Community Youth Tutor based at Thamesview School;
- the development of a Gravesham Borough Detached Project.

This means that the facilities currently used for the Miracles Youth Centre and The Gr@nd would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Gravesham based on the Index of Multiple Deprivation 2010



Gravesham is ranked 142nd out of 326 authorities in England. A rank of 1 is the most deprived. This places Gravesham in England's most deprived half of authorities.

Singlewell has the highest level of deprivation in Gravesham, followed by Northfleet North and Central.

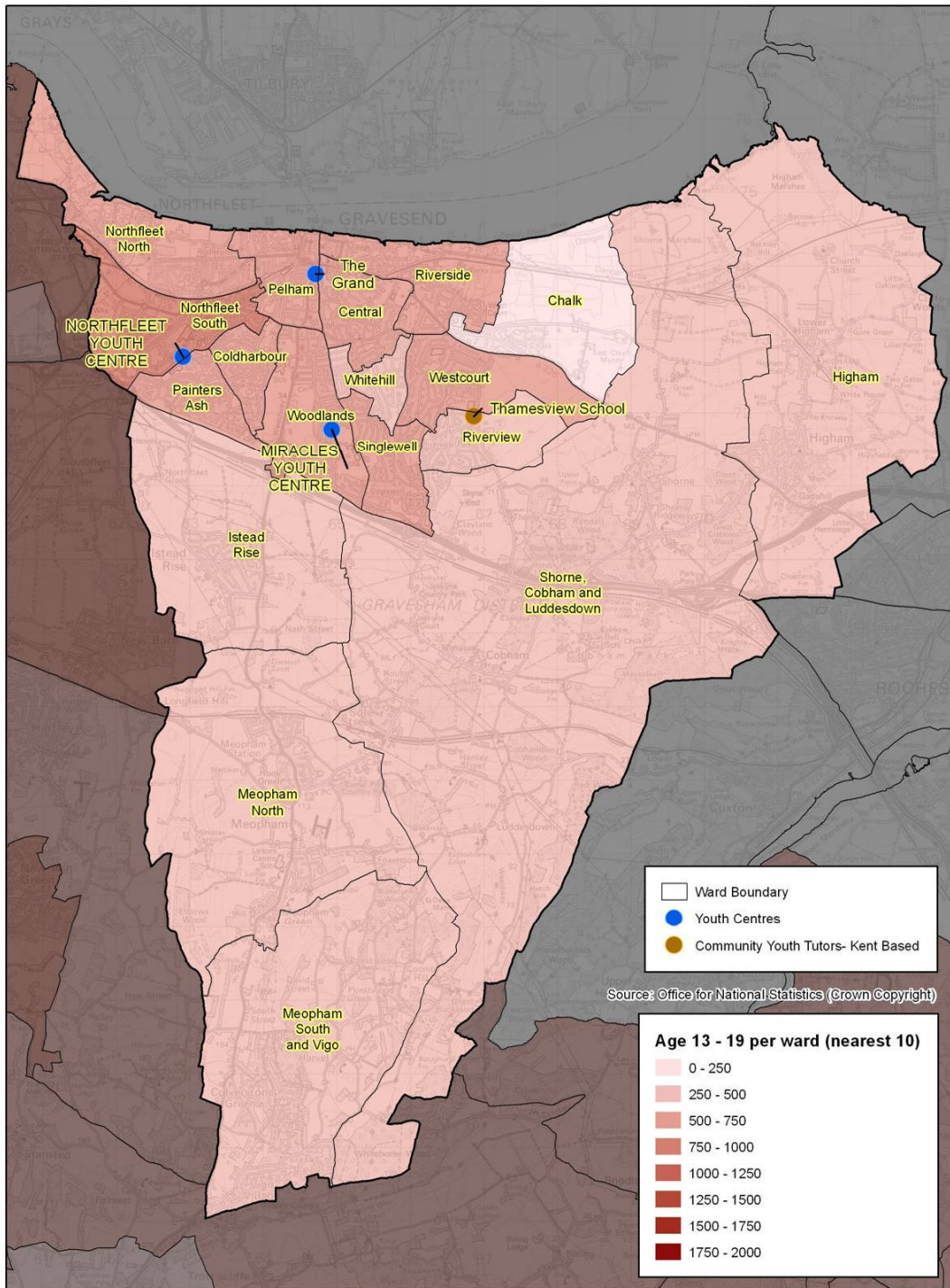
Gravesham LSOAs	Number	%
Within England's top 20% most deprived	8	12.7%
Within South East's top 20% most deprived	22	34.9%
Within Kent's top 20% most deprived	14	22.2%

Out of a total of 63 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Gravesham (with existing provision)



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Appendix 6: Youth Provision, Maidstone

Local level of need:

The Borough of Maidstone has a 13-19 population of 12,400 young people placing it joint second in the county for this age group, the area has a further 13,300 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Maidstone is 105.7 which places it 4th in Kent.
- On the national Indices of Deprivation Maidstone has moved from being ranked 225 in 2007 to 217 in 2010, and has remained at 8th on the list of deprived areas of KCC but it has become relatively more deprived than some other areas in England. Ward level deprivation is demonstrated on the map below.
- 5.4% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 7% of the local population.
- 3% of young people aged 0-24 claim disability living allowance; 1.1% of secondary school children have a statement whilst a further 19.3% have additional needs but no statement. From this it is possible to estimate that between 2250 and 2500 young people could benefit from additional support through youth provision.
- There are 160 Looked After Children across Maidstone over 50 of which are other LA children placed in Kent.
- 124 young people were First Time Entrants to the Youth Justice system in 2010, down from 214 in 2009.
- The under 18 Conception rate for 2007/09 was 35.7 per 1000; the target rate for 2009/11 is 15.6.
- In February 2011 6.01% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.44% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Draft Local Children's Trust Board Children and Young People's Plan 2011 - 2014 for Maidstone identifies the rate of teenage conception, the proportion of NEETs and the engagement of young offenders in suitable education and training as key issues under the theme of Adolescent Engagement.

Local level of provision:

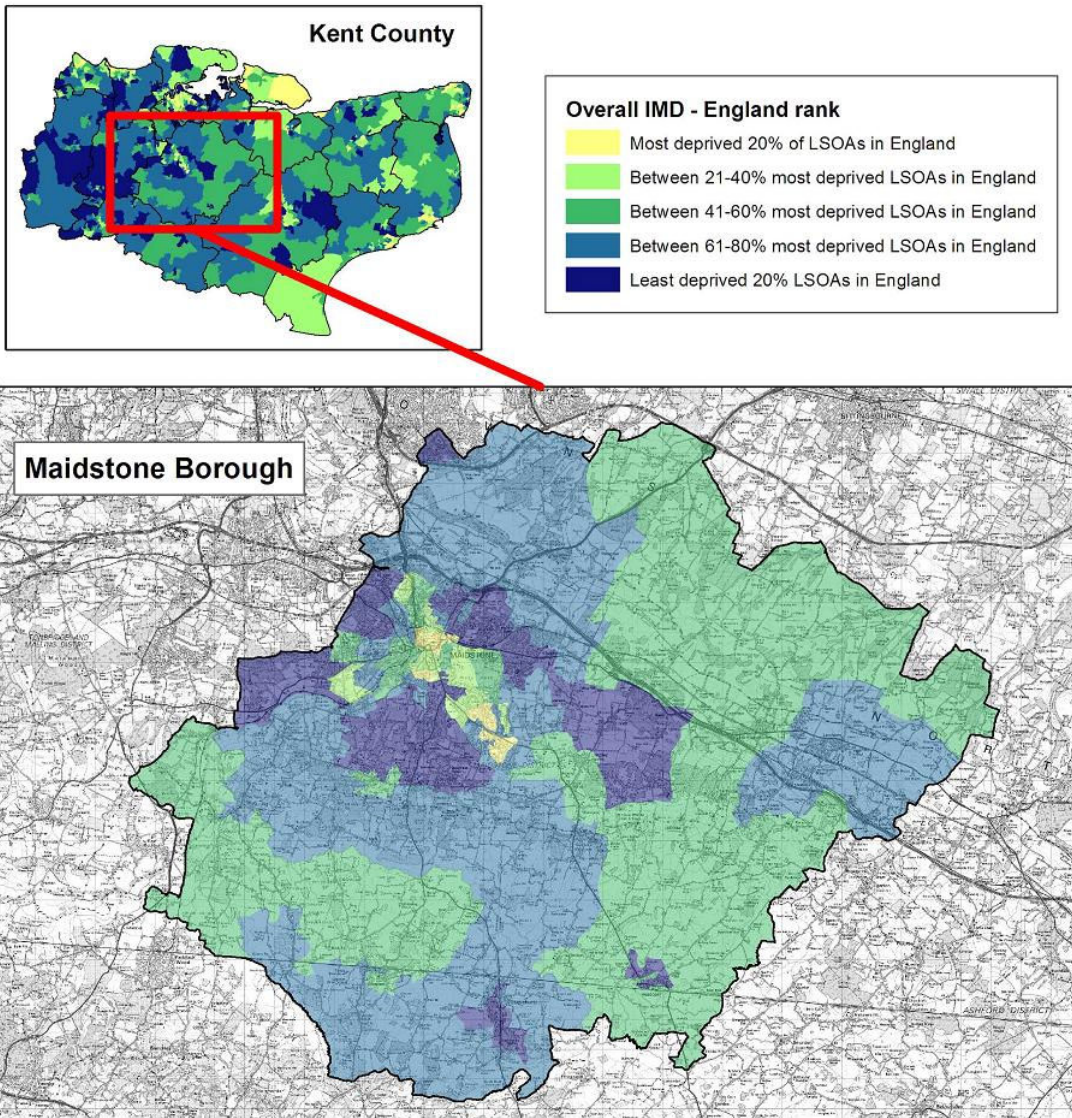
The proposed new model of service delivery for Kent Youth Service in Maidstone will consist of direct delivery through:

- A Youth Hub at the existing InfoZone Youth Centre;
- the Community Youth Tutor based at Valley Park Academy;
- the development of a Community Youth Tutor at the Senacre Community Skills Centre
- the development of a Maidstone Borough Detached Project.

This means that the facilities currently used for Shepway Youth Centre and Lenham Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Maidstone based on the Index of Multiple Deprivation 2010



Maidstone is ranked 217th out of 326 authorities in England. A rank of 1 is the most deprived. This places Maidstone in England's least deprived half of authorities.

Park Wood has the highest level of deprivation in Maidstone, followed by High Street and Shepway South.

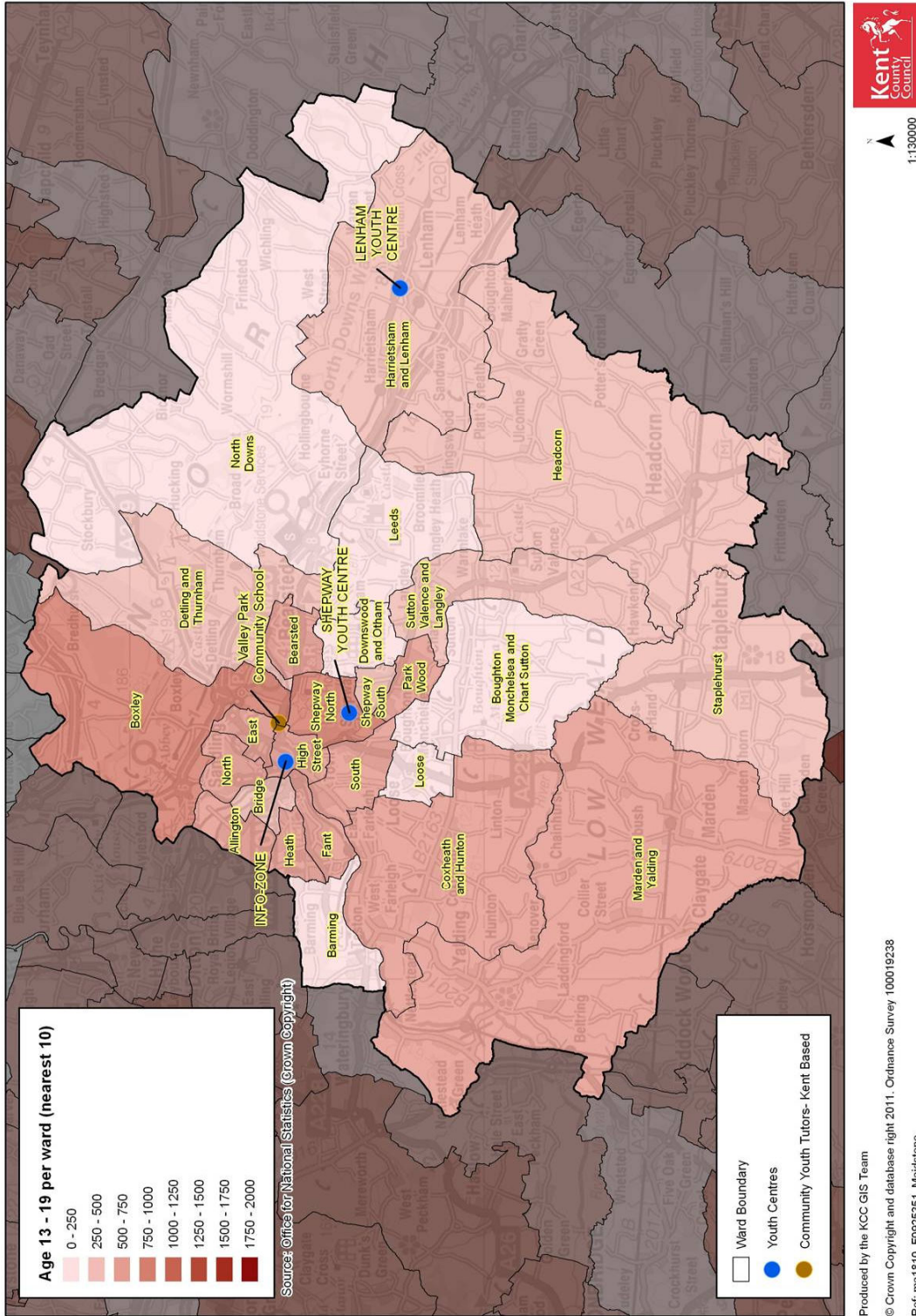
Maidstone LSOAs	Number	%
Within England's top 20% most deprived	6	6.5%
Within South East's top 20% most deprived	15	16.3%
Within Kent's top 20% most deprived	10	10.9%

Out of a total of 92 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Maidstone (with existing provision)



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Appendix 7: Youth Provision, Sevenoaks

Local level of need:

The District of Sevenoaks has a 13-19 population of 9,800 young people placing it ninth in the county for this age group, the area has a further 8,500 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Sevenoaks is 84.7 which places it 3rd in Kent.
- On the national Indices of Deprivation Sevenoaks has moved from being ranked 270 in 2007 to 276 in 2010, and has remained as the least deprived area of KCC and has also become relatively less deprived than some other areas in England. Ward level deprivation is demonstrated on the map below.
- 6.1% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 9% of the local population.
- 3% of young people aged 0-24 claim disability living allowance; 2.0% of secondary school children have a statement whilst a further 32.8% have additional needs but no statement. From this it is possible to estimate that between 2800 and 3000 young people could benefit from additional support through youth provision.
- There are 330 Looked After Children across Dartford and Sevenoaks over 200 of which are other LA children placed in Kent.
- 69 young people were First Time Entrants to the Youth Justice System in 2010, down from 122 in 2009
- The under 18 Conception rate for 2007/09 was 25.7 per 1000; the target rate for 2009/11 is 15.7.
- In February 2011 3.87% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 2.60% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The local Sevenoaks District Young People's Action Plan 2009 – 2012 identifies 12 key outcomes for young people in the area including better information about health issues, improving self-esteem, feeling safer in the community and community involvement and celebration of achievements.

Local level of provision:

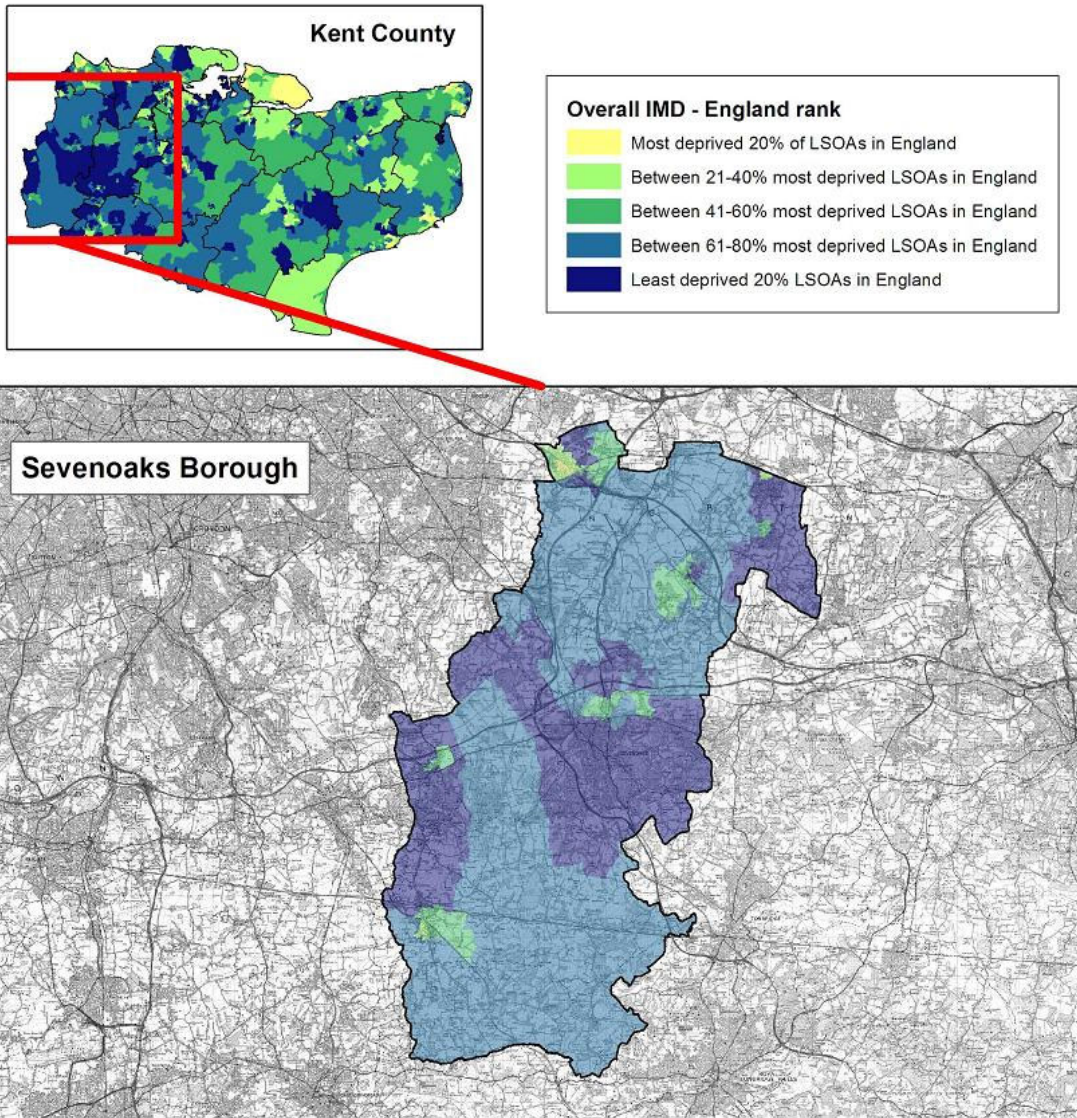
The proposed new model of service delivery for Kent Youth Service in Sevenoaks will consist of direct delivery through:

- A Youth Hub at the existing Swanley Youth Centre (The Junction);
- the development of a Community Youth Tutor at Knole Academy;
- the development of a Sevenoaks District Detached Project.

Kent Youth Service currently has no other fixed facilities in the Sevenoaks area. The Edenbridge Community Centre is expected to be open from 2012.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Sevenoaks based on the Index of Multiple Deprivation 2010



Sevenoaks is ranked 276th out of 326 authorities in England. A rank of 1 is the most deprived. This places Sevenoaks in England's least deprived half of authorities.

Swanley St.Mary's has the highest level of deprivation in Sevenoaks, followed by Swanley White Oak and Hartley & Hodsoll Street.

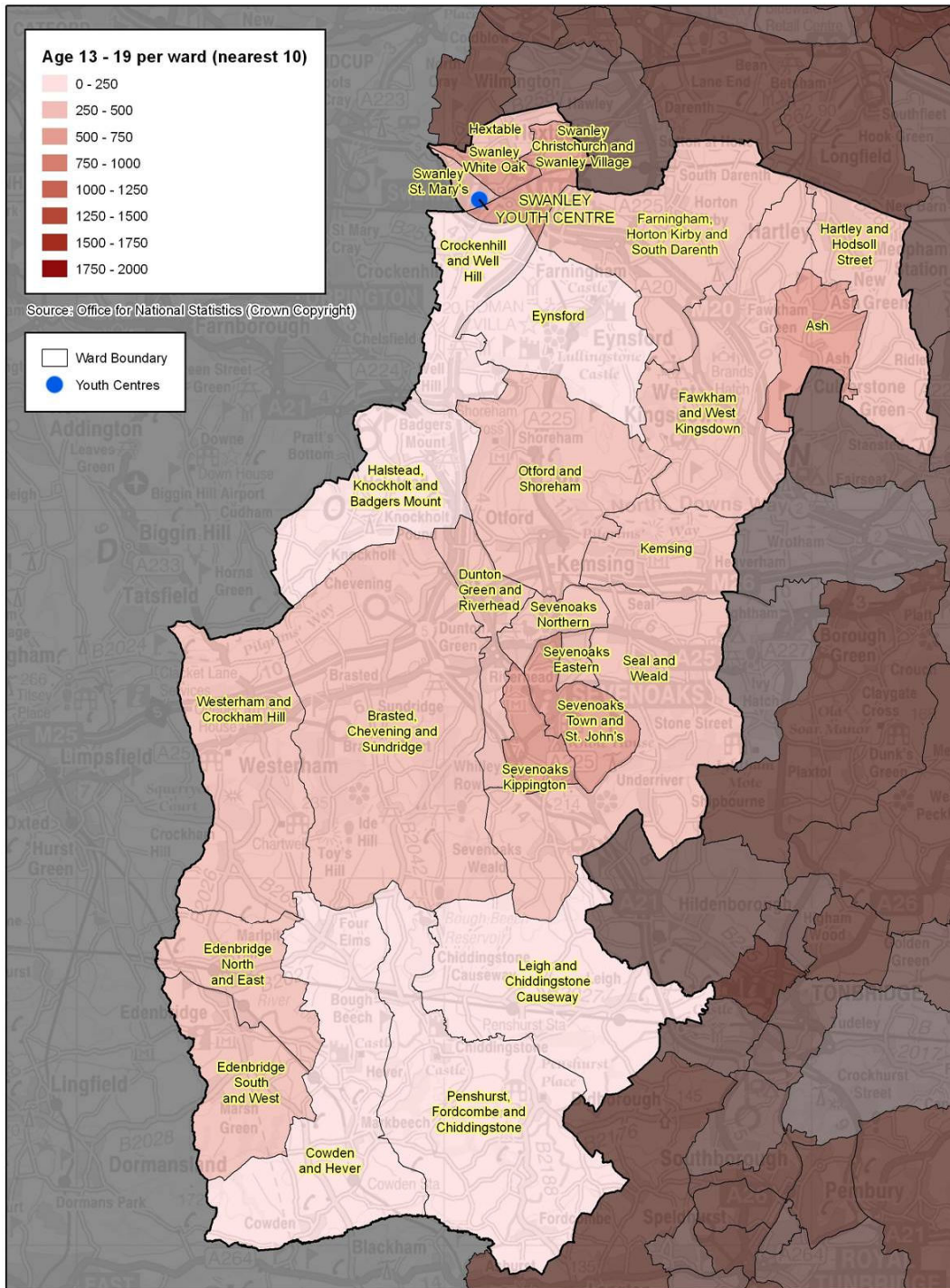
Sevenoaks LSOAs	Number	%
Within England's top 20% most deprived	1	1.4%
Within South East's top 20% most deprived	5	6.8%
Within Kent's top 20% most deprived	3	4.1%

Out of a total of 74 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Sevenoaks (with existing provision)



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Appendix 8: Youth Provision, Shepway

Local level of need:

The District of Shepway has a 13-19 population of 8,400 young people making it the lowest in the county for this age group, the area has a further 8,600 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Shepway is 168.5 which places it 10th in Kent
- On the national Indices of Deprivation Shepway has moved from being ranked in 114 2007 to 97 in 2010, and has moved from being the 3rd most deprived area of KCC to the 2nd which indicate that it has become relatively more deprived than some other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 5.7 % of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME young people comprise 7% of the local population.
- 4% of young people aged 0-24 in Shepway claim disability living allowance; 1.4% of secondary school children have a statement whilst a further 28.1% have additional needs but no statement. From this it is possible to estimate that between 2250 and 2500 young people could benefit from additional support through youth provision.
- There are 227 Looked After Children across Shepway over 85 of which are other LA children placed in Kent.
- 152 young people were First Time Entrants into the Youth Justice System in 2010, down from 185 in 2009.
- The under 18 Conception rate for 2007/09 was 46.6 per 1000; the target rate for 2009/11 is 31.5.
- In February 2011 5.33% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 2.88% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Draft Local Children's Trust Board Children and Young People's Plan 2011 - 2014 for Shepway District highlights a number of issues for young people under the headings of mental and emotional health and adolescent engagement. These issues include the provision of positive activities, young people having a voice at school and in the community and the level of alcohol misuse amongst young people.

Local level of provision:

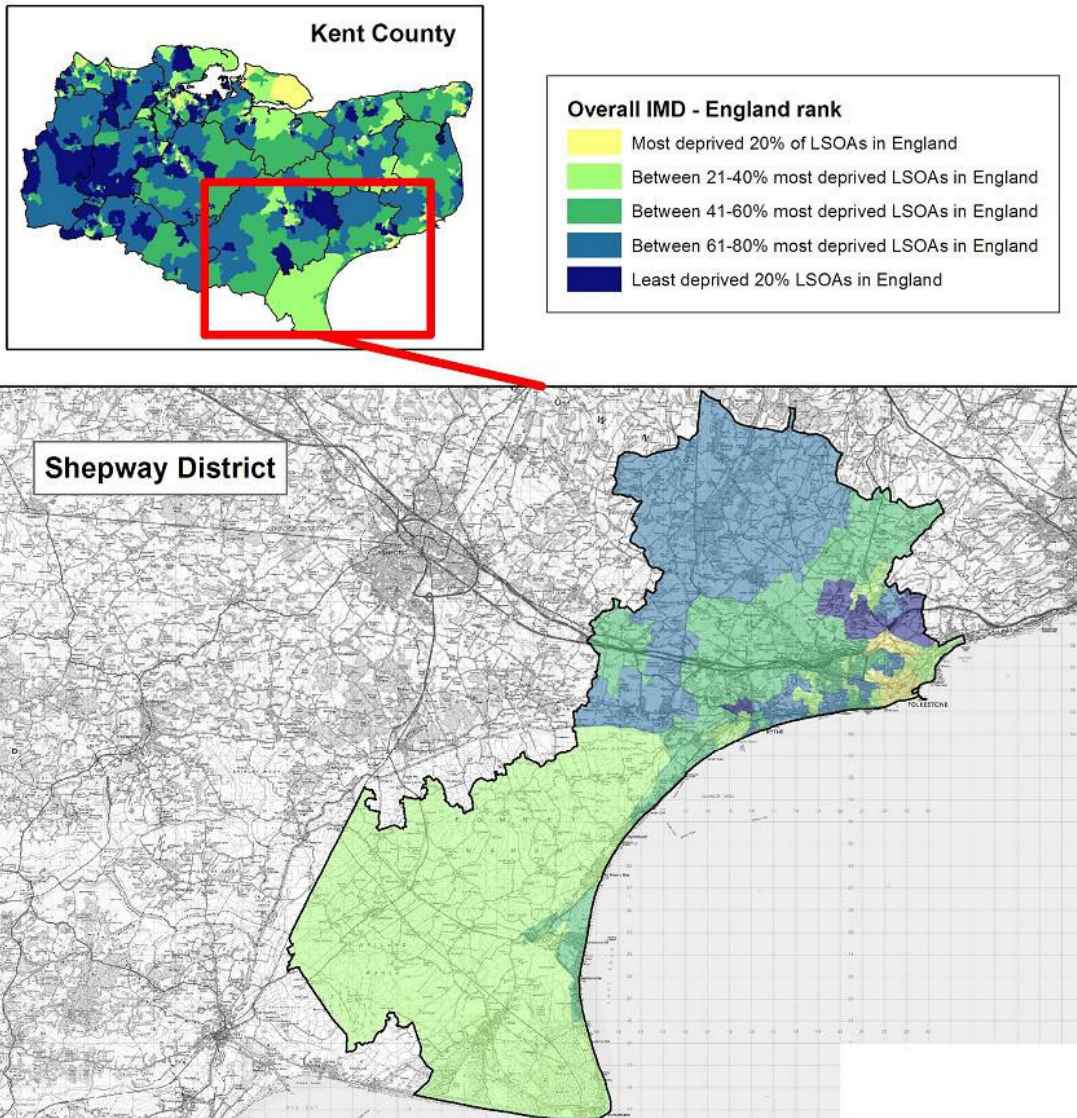
The proposed new model of service delivery for Kent Youth Service in Shepway will consist of direct delivery through:

- A Youth Hub at the existing Café IT Youth Centre;
- the Community Youth Tutors based at Folkestone Academy and Marsh Academy;
- the development of a Shepway District Detached Project.
- The Community Youth Tutor at The Marsh Academy will continue to manage and deliver youth work at the Phase II Youth Centre.

This means that the facilities currently used for Hythe Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Shepway based on the Index of Multiple Deprivation 2010



Shepway is ranked 97th out of 326 authorities in England. A rank of 1 is the most deprived. This places Shepway in England's most deprived half of authorities.

Folkestone Harvey Central has the highest level of deprivation in Shepway, followed by Folkestone Harbour and Folkestone East.

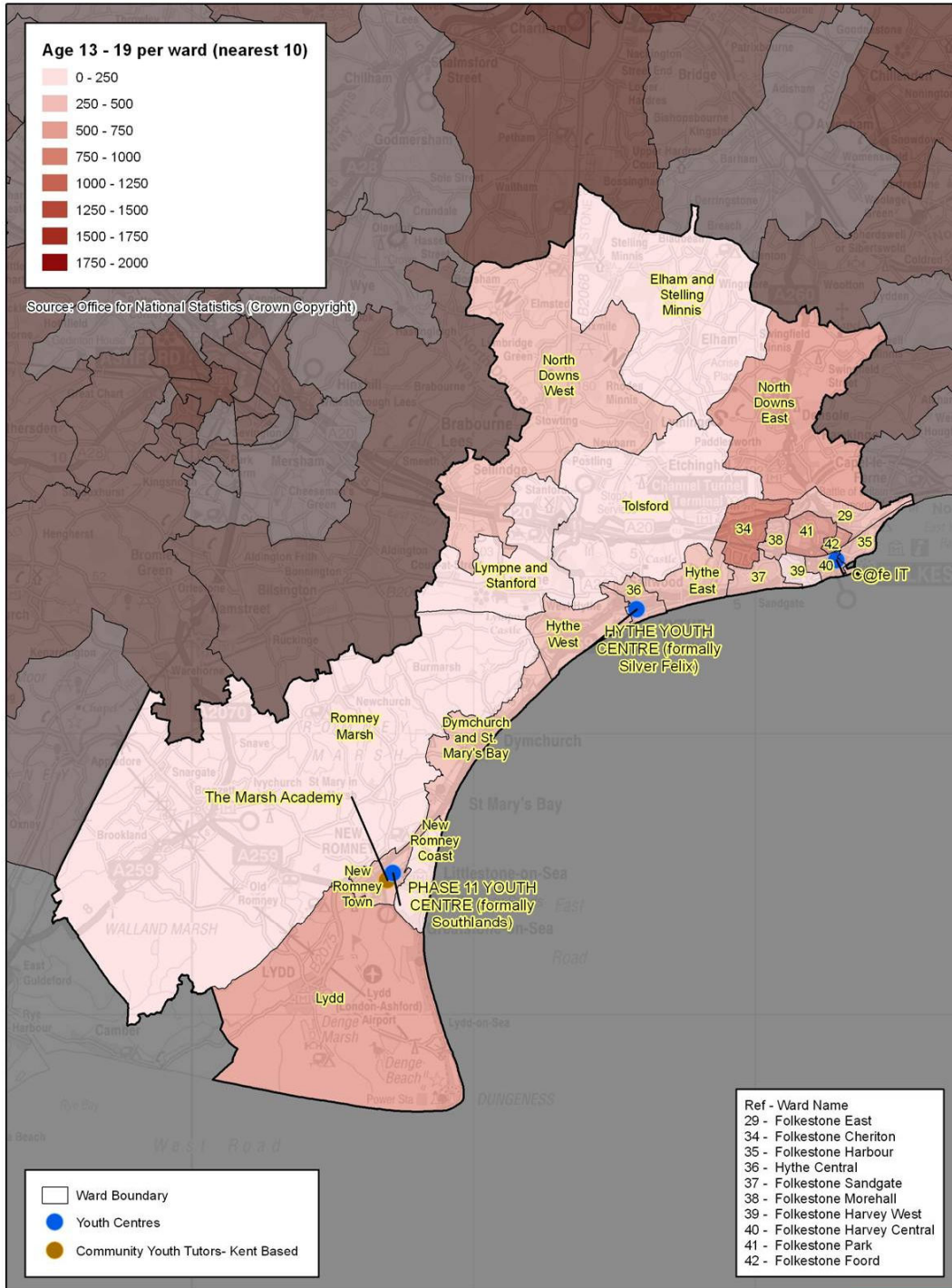
Shepway LSOAs	Number	%
Within England's top 20% most deprived	11	16.9%
Within South East's top 20% most deprived	29	44.6%
Within Kent's top 20% most deprived	20	30.8%

Out of a total of 65 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Shepway (with existing provision)



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Appendix 9: Youth Provision, Swale

Local level of need:

The Borough of Swale has a 13-19 population of 12,300 young people placing it third in the county for this age group, the area has a further 12,500 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Swale is 177.6 which places it 12th in Kent.
- On the national Indices of Deprivation Swale has moved from being ranked 108 in 2007 to 99 in 2010, and has moved from being the second most deprived area of KCC to the third which indicates that it has become relatively more deprived than some other areas in England but has been 'overtaken' by Shepway District. Ward level deprivation is demonstrated on the map below.
- 5.7% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 7% of the local population.
- 5% of young people aged 0-24 claim disability living allowance; 1.7% of secondary school children have a statement whilst a further 30.4% have additional needs but no statement. From this it is possible to estimate that between 3750 and 4000 young people could benefit from additional support through youth provision.
- There are 344 Looked After Children across Swale over 220 of which are other LA children placed in Kent.
- 196 young people were First Time Entrants to the Youth Justice system in 2010, down from 248 in 2009.
- The under 18 Conception rate for 2007/09 was 46.7 per 1000; the target rate for 2009/11 is 22.5.
- In February 2011 5.18% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.59% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Swale District Youth Strategy 2006-2009 was created around the themes of: facilities for young people; healthy lifestyle choices; information and advice; a voice for young people; understanding and respect; crime and anti-social behaviour. Following the end of this strategy the primary focus has been on the development of the Swale Youth Forum and working alongside Local Children's Trust Board plans.

Local level of provision:

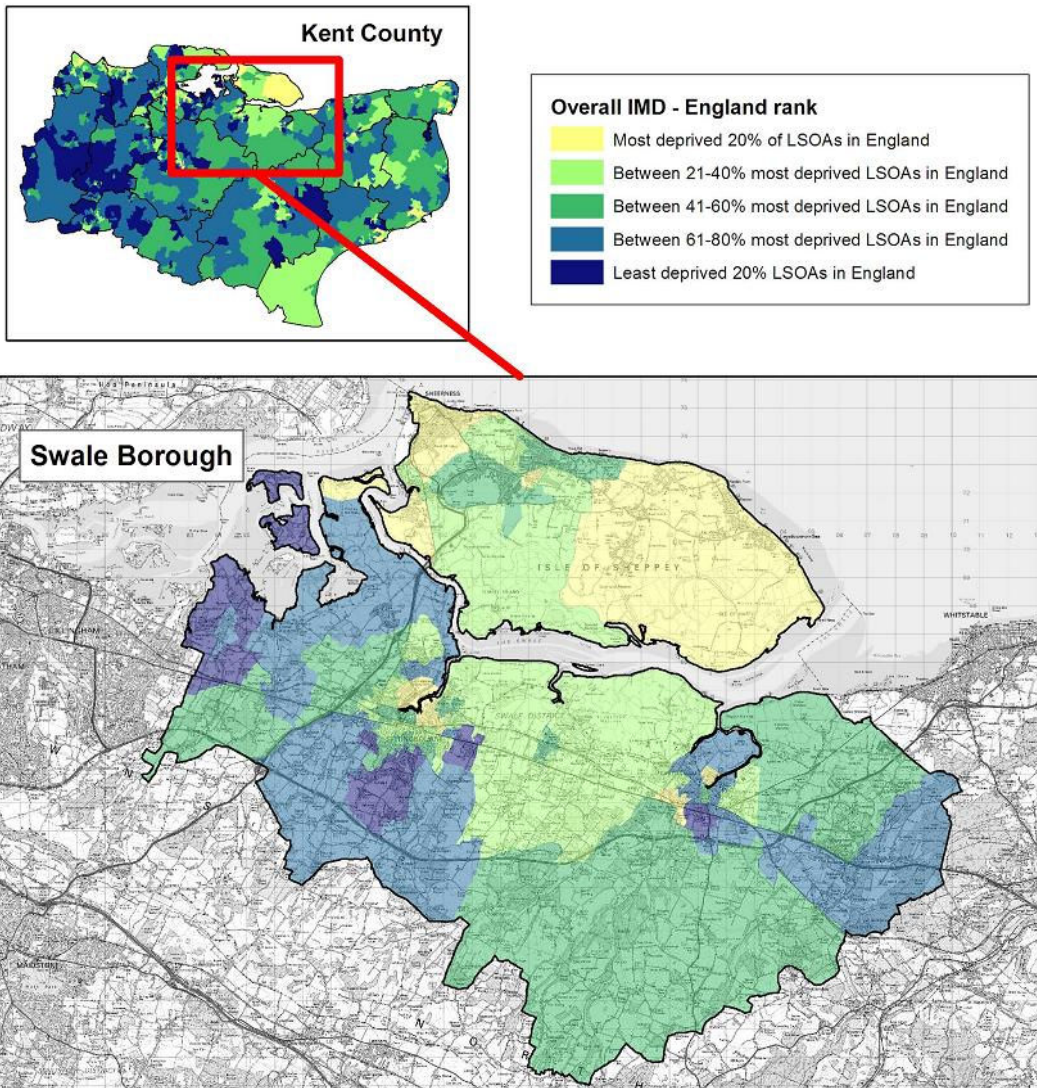
The proposed new model of service delivery for Kent Youth Service in Swale will consist of direct delivery through:

- A Youth Hub at the existing New House Youth Centre;
- the Community Youth Tutor based at The Isle of Sheppey Academy;
- the development of a Swale Borough Detached Project.
- The Community Youth Tutor at The Isle of Sheppey Academy will continue to manage and deliver youth work at Minster youth club.

This means that the facilities currently used for Sheerness County Youth Centre and Faversham Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Swale based on the Index of Multiple Deprivation 2010



Swale Borough is ranked 99th out of 326 authorities in England. A rank of 1 is the most deprived. This places Swale in England's most deprived half of authorities.

Sheerness East has the highest level of deprivation in Swale, followed by Murston and Leysdown & Warden.

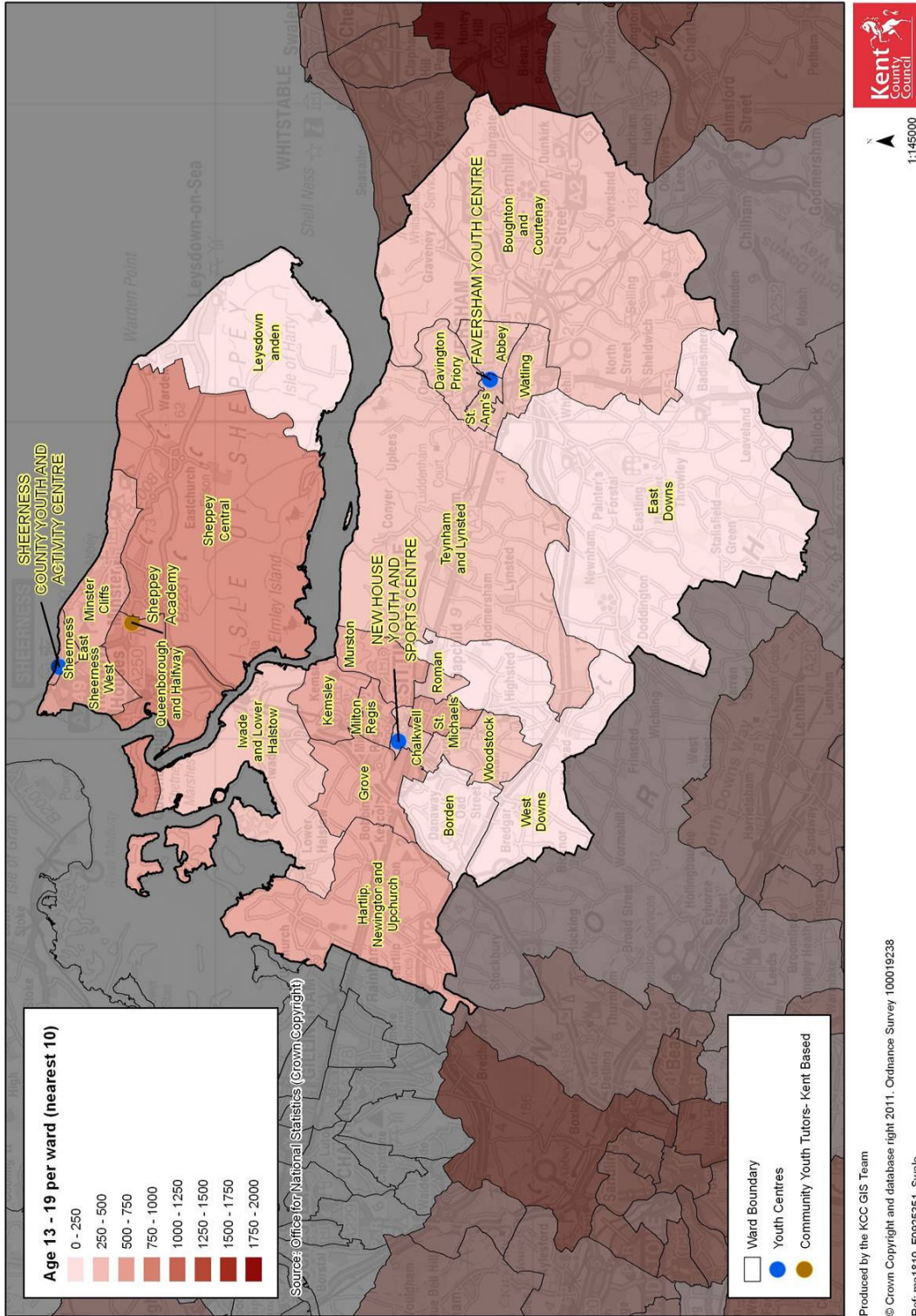
Swale LSOAs	Number	%
Within England's top 20% most deprived	17	20.7%
Within South East's top 20% most deprived	32	39.0%
Within Kent's top 20% most deprived	25	30.5%

Out of a total of 82 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Swale (with existing provision)



Appendix 10: Youth Provision, Thanet

Local level of need:

The District of Thanet has a 13-19 population of 12,200 young people placing it fourth in the county for this age group, the area has a further 12,000 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Thanet is 176.3 which places it 11th in Kent.
- On the national Indices of Deprivation Thanet has moved from being ranked 60 in 2007 to 49 in 2010, and has remained as the most deprived area of KCC whilst it has become relatively more deprived than other areas in England. Ward level deprivation is demonstrated on the map below.
- 5.6% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 7% of the local population.
- 5% of young people aged 0-24 claim disability living allowance; 2% of secondary school children have a statement whilst a further 27.8% have additional needs but no statement. From this it is possible to estimate that the between 3250 and 3500 young people could benefit from additional support through youth provision.
- There are 470 Looked After Children across Thanet over 220 of which are other LA children placed in Kent.
- 179 young people were First Time Entrants to the Youth Justice System in 2010, down from 226 in 2009.
- The under 18 Conception rate for 2007/09 was 51.0 per 1000; the target rate for 2009/11 is 29.6.
- In February 2011 7.50% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 2.62% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Thanet Youth Strategy Action Plan 2011/12 has 23 aims under the headings of: Poverty; Resilience & Health; Parenting; Housing; Vulnerable children; Things to do; Engagement & Achievement and Safety.

Local level of provision:

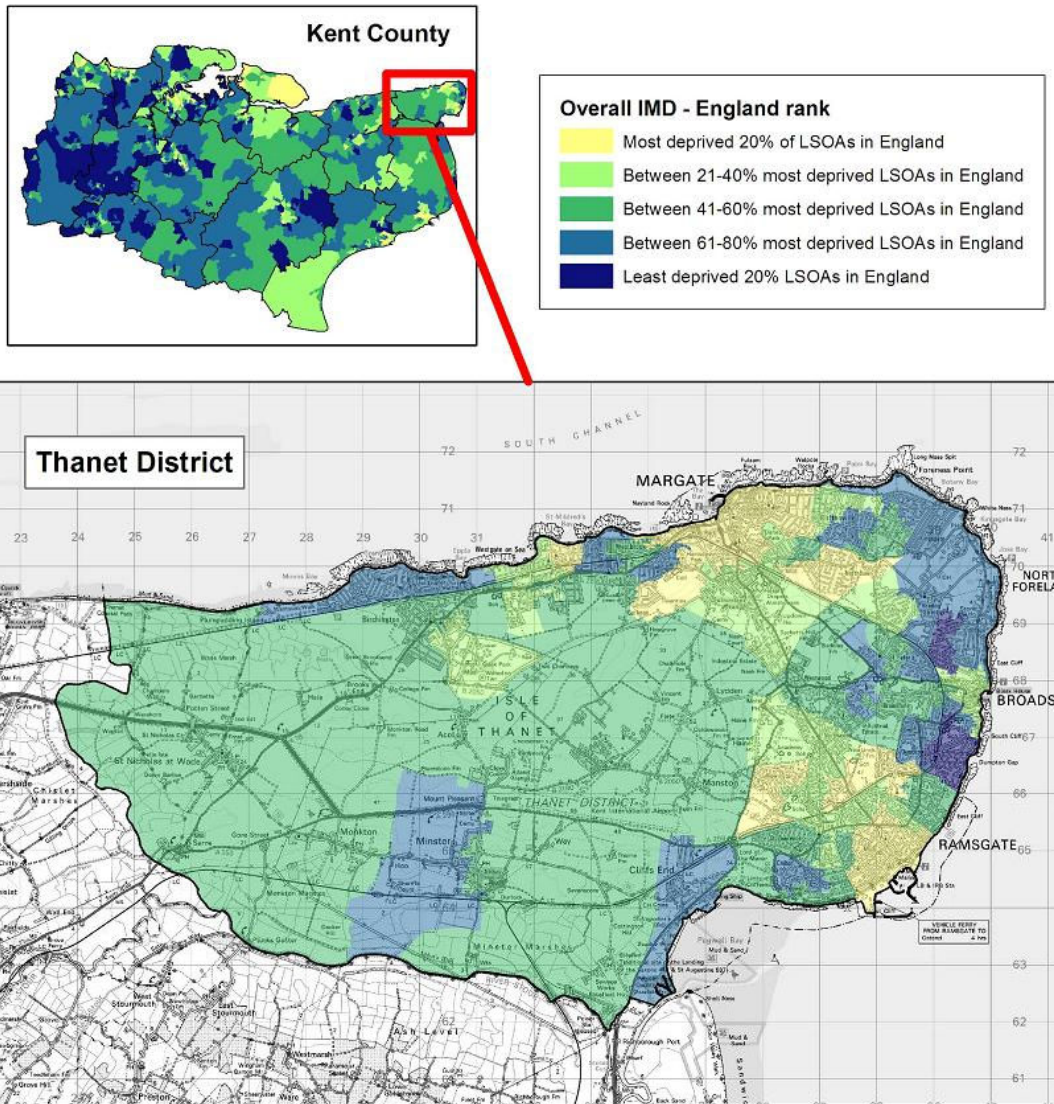
The proposed new model of service delivery for Kent Youth Service in Thanet will consist of direct delivery through:

- A Youth Hub at the existing Quarterdeck Youth Centre;
- the Community Youth Tutor based at Marlowe Academy;
- the development of a Community Youth Tutor at the Thanet Skills Centre;
- the development of a Thanet District Detached Project.

This means that the facilities currently used for Concorde Youth Centre and Artwise Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Thanet based on the Index of Multiple Deprivation 2010



Thanet is ranked 49th out of 326 authorities in England. A rank of 1 is the most deprived. This places Thanet in England's most deprived half of authorities.

Margate Central has the highest level of deprivation in Thanet, followed by Cliftonville West and Eastcliff.

Thanet LSOAs	Number	%
Within England's top 20% most deprived	25	29.8%
Within South East's top 20% most deprived	44	52.4%
Within Kent's top 20% most deprived	33	39.3%

Out of a total of 84 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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Appendix 11: Youth Provision, Tonbridge & Malling

Local level of need:

The Borough of Tonbridge & Malling has a 13-19 population of 11,200 young people placing it joint fifth in the county for this age group, the area has a further 9,600 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Tonbridge & Malling is 82.0 which places it 1st in Kent.
- On the national Indices of Deprivation Tonbridge & Malling has moved from being ranked 256 in 2007 to 268 in 2010, and has remained as the second least deprived area of KCC whilst becoming relatively less deprived than other areas in England. Ward level deprivation is demonstrated on the map below.
- 4.8% of the all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children and young people aged 0-15 comprise 7% of the local population.
- 3% of young people aged 0-24 claim disability living allowance; 2% of secondary school children have a statement whilst a further 19.7% have additional needs but no statement. From this it is possible to estimate that between 2000 and 2250 young people could benefit from additional support through youth provision.
- There are 109 Looked After Children across Tonbridge & Malling over 50 of which are other LA children placed in Kent.
- 127 young people were First Time Entrants into the Youth Justice System in 2010, down from 155 in 2009
- The under 18 Conception rate for 2007/09 was 28.8 per 1000; the target rate for 2009/11 is 16.6.
- In February 2011 4.70% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 3.49% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The local Tonbridge & Malling Youth Agreement 2010 – 2012 identifies 16 initiatives and targets intended to improve services for young people, these are themed under the headings inclusion, things to do and positive images.

Local level of provision:

The proposed new model of service delivery for Kent Youth Service in Tonbridge and Malling will consist of direct delivery through:

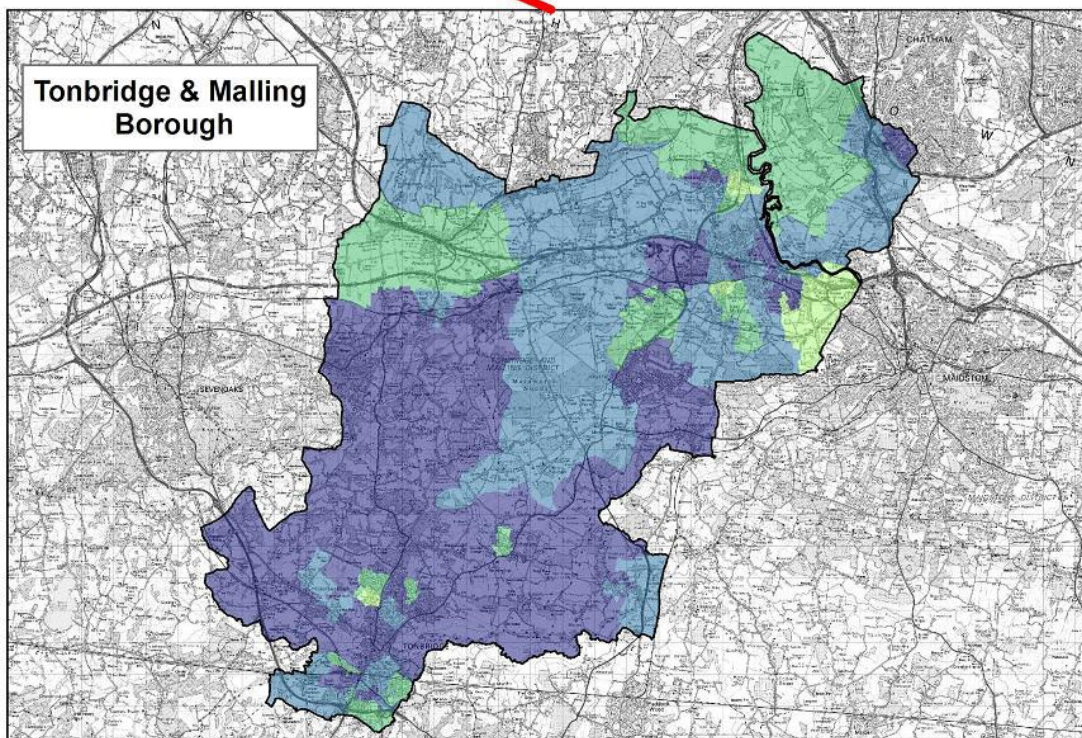
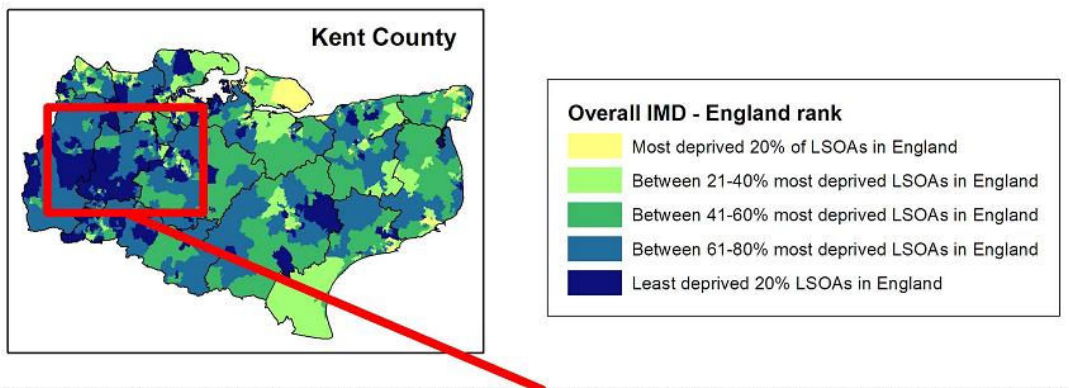
- A Youth Hub developed in partnership with the Borough Council;

- the Community Youth Tutors based at Ridgeview School and The Malling School;
- the development of a Tonbridge and Malling Borough Detached Project.

This means that the facilities currently used for SAMAYS Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Tonbridge & Malling based on the Index of Multiple Deprivation 2010



Tonbridge & Malling is ranked 268th out of 326 authorities in England. A rank of 1 is the most deprived. This places Tonbridge & Malling in England's least deprived half of authorities.

East Malling has the highest level of deprivation in Tonbridge & Malling, followed by Trench and Snodland East.

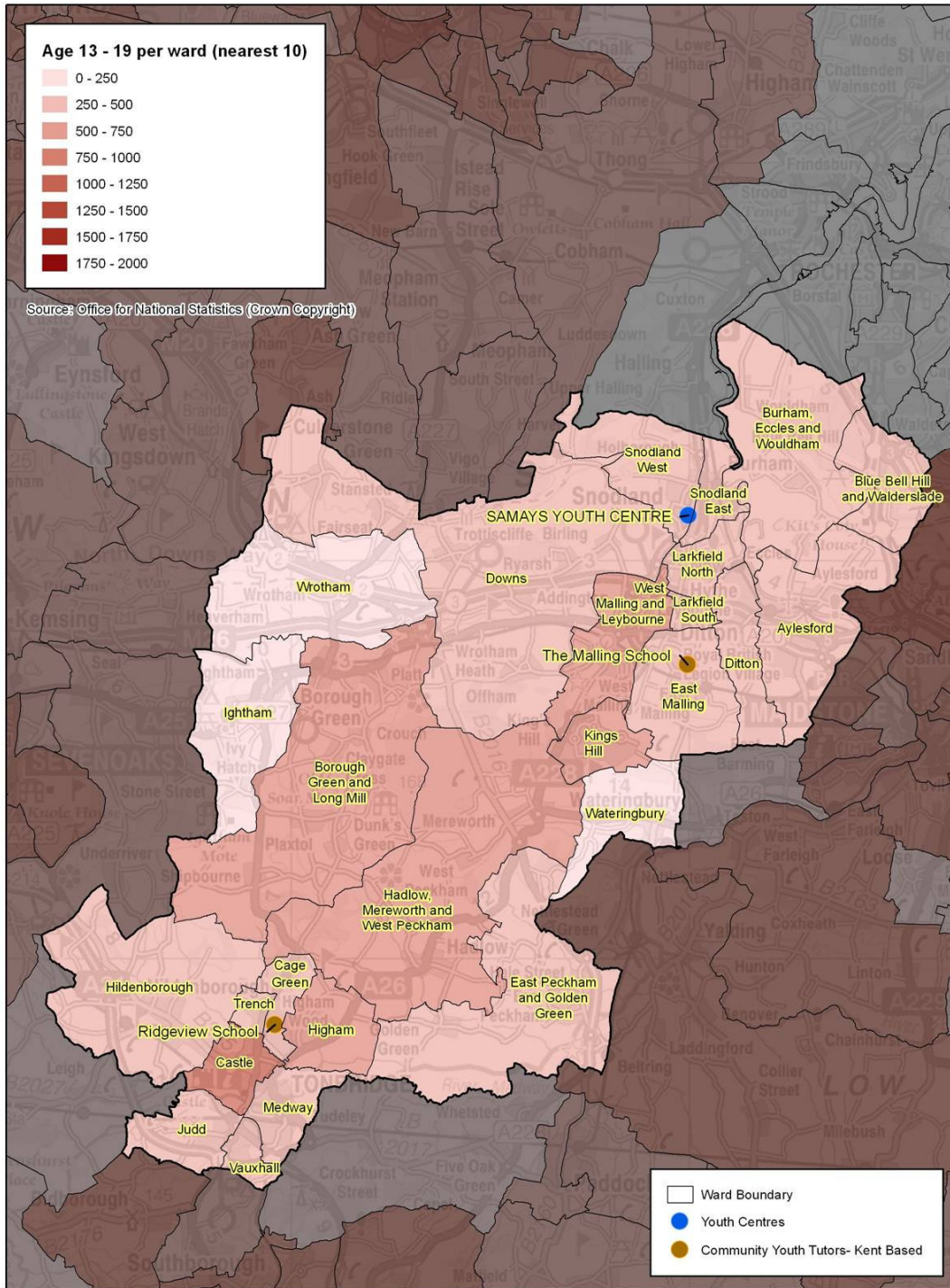
Tonbridge & Malling LSOAs	Number	%
Within England's top 20% most deprived	0	0.0%
Within South East's top 20% most deprived	4	5.7%
Within Kent's top 20% most deprived	3	4.3%

Out of a total of 70 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Tonbridge & Malling (with existing provision)



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Appendix 12: Youth Provision, Tunbridge Wells

Local level of need:

The Borough of Tunbridge Wells has a 13-19 population of 10,500 young people placing it sixth in the county for this age group, the area has a further 7,700 young people between the ages of 11-25. The population density of the 13-19 population is demonstrated on the map below.

- The overall Children's Wellbeing Index (CWI) Score for Tunbridge Wells is 84.4 which places it 2nd in Kent.
- On the national Indices of Deprivation Tunbridge Wells has moved from being ranked 250 in 2007 to 249 in 2010, and has remained the 10th most deprived area of KCC indicating that it is largely unchanged relative to other areas in Kent and England. Ward level deprivation is demonstrated on the map below.
- 5.4% of all residents are from BME communities (Kent average 6.3%, England Average 11.8%). BME children & young people aged 0-15 comprise 8% of the local population.
- 3% of young people aged 0-24 claim disability living allowance; 1% of secondary school children have a statement whilst a further 16.8% have additional needs but no statement. From this it is possible to estimate that between 1600 and 1800 young people could benefit from additional support through youth provision.
- There are 80 Looked After Children across Tunbridge Wells of which 12 are other LA children placed in Kent.
- 82 young people were First Time Entrants to the Youth Justice System in 2010, down from 104 in 2009.
- The under 18 Conception rate for 2007/09 was 21.6 per 1000; the target rate for 2009/11 is 14.4.
- In February 2011 3.57% of 16-18 year olds were Not in Employment, Education or Training (NEET) whilst a further 2.64% were 'Not Known' i.e. it is not possible to identify whether they are currently in employment or some kind of education environment.

The Tunbridge Wells Borough Youth Strategy 2008 – 2011 has 5 key aims which include: helping young people realise their potential; ensure equality of opportunity; enabling young people to have a voice; ensuring young people can contribute to the development of their communities; partners working together more effectively.

Local level of provision:

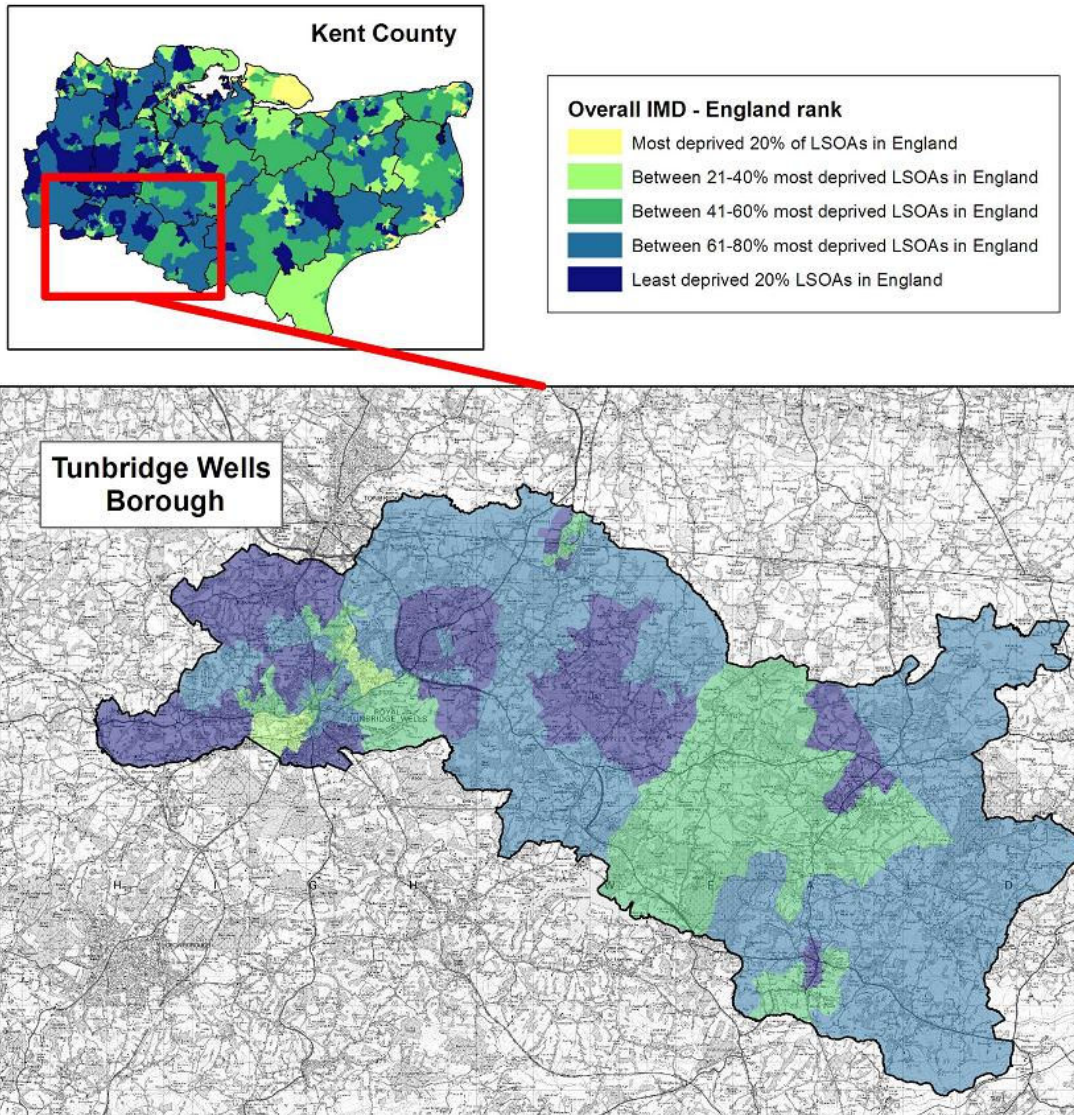
The proposed new model of service delivery for Kent Youth Service in Tunbridge Wells will consist of direct delivery through:

- A Youth Hub to be developed in partnership with Tunbridge Wells Borough Council;
- the Community Youth Tutor based at Oakley School,
- the development of a Tunbridge Wells Borough Detached Project.

This means that the facilities currently used for Mascalls Youth Centre would no longer be used directly by Kent Youth Service and could be available for future provision as decided through the commissioning process.

Under the new model of service delivery Kent Youth Service would be seeking to commission youth work delivery which reflected by the general needs and outcomes outlined in sections 3 and 4 in the body of this report as well as the local issues highlighted in this appendix and throughout the consultation process.

National rank of Lower Super Output Areas (LSOAs) in Tunbridge Wells based on the Index of Multiple Deprivation 2010



Tunbridge Wells is ranked 249th out of 326 authorities in England. A rank of 1 is the most deprived. This places Tunbridge Wells in England's least deprived half of authorities.

Sherwood has the highest level of deprivation in Tunbridge Wells, followed by Broadwater and Southborough & Highbrooms.

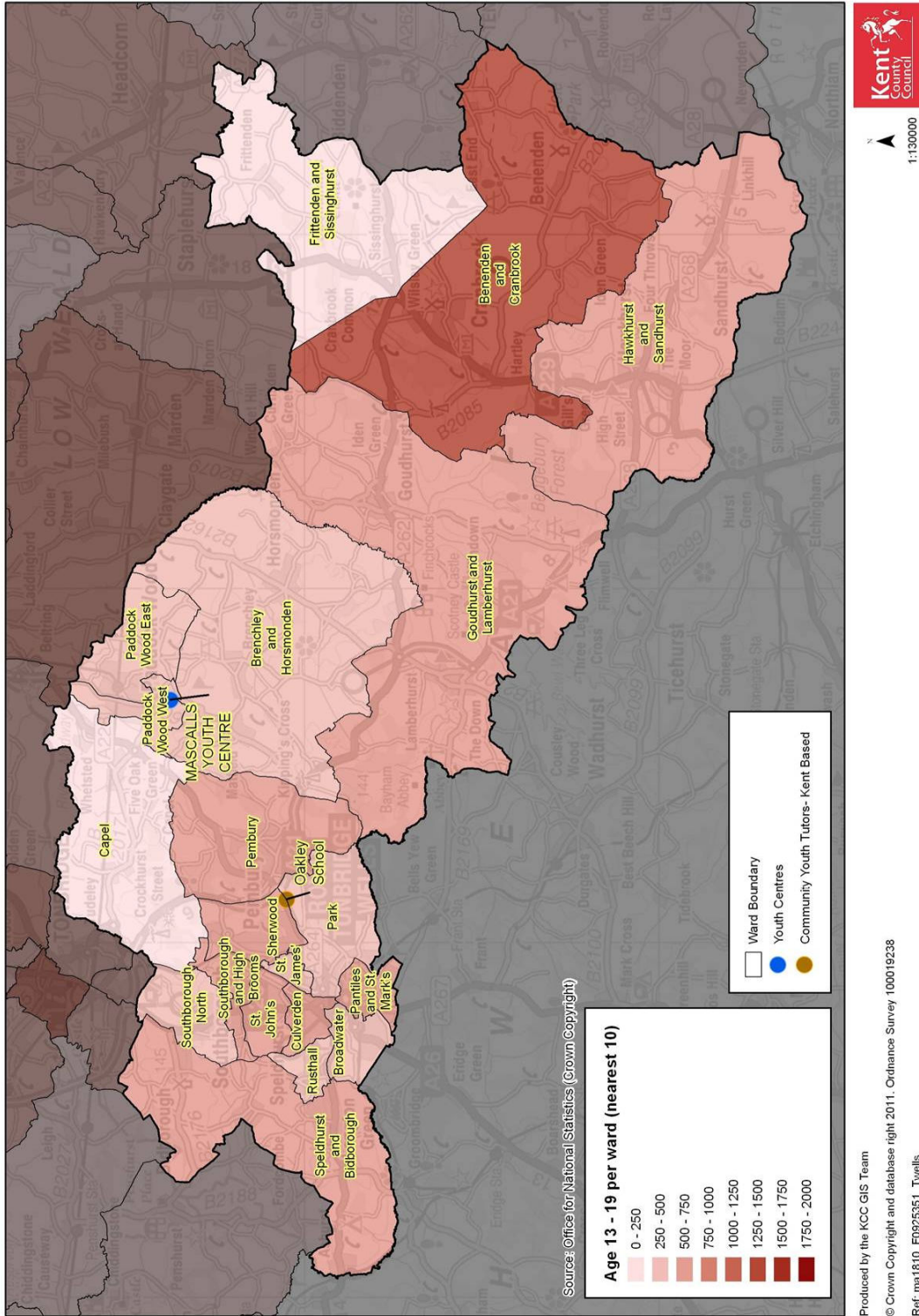
Tunbridge Wells LSOAs	Number	%
Within England's top 20% most deprived	0	0.0%
Within South East's top 20% most deprived	6	8.8%
Within Kent's top 20% most deprived	6	8.8%

Out of a total of 68 LSOAs

Source: Index of Multiple Deprivation 2010, Communities and Local Government (CLG)
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13-19 Population Density, Tunbridge Wells (with existing provision)



Appendix C

KENT YOUTH SERVICE:

SERVICE TRANSFORMATION – HR IMPLICATIONS & PROCESS

1. Introduction

This paper sets out the HR implications and processes arising from the Youth Service Transformation project. This piece of work will be supported by advice and guidance from the HR Business Support Team. Managers leading this piece of work will be advised and guided by HR Business Support to ensure that due process is followed and that KCC's agreed process for managing change is adopted.

2. Proposed Timetable

Proposals available on www.kent.gov.uk website	8 July 2011
Proposals published and discussed at Cabinet	18 July 2011
Start of formal consultation period	1 August 2011
Staff briefing sessions	3 August 6 and 8 September 2011
Close of formal consultation period	29 October
Evaluation of consultation responses	November 2011
Decision on whether to proceed with proposal	December 2011
Confirm slotted staff	January 2012
Diminution and recruitment process to commence	February 2012
Potential Redundancy Notices issued	April 2012

3. Explanation of Processes

Consultation – Formal consultation with staff and trade unions will be required. Given the scale of the proposals, a 90-day consultation will take place.

Q&A – To deal with issues raised, a Q&A document will be maintained by the Youth Service. This will be available on KNet, although consideration must be given to those who do not have access to KNet. Questions should be submitted to the generic mailbox kysconsultation@kent.gov.uk

Staff Briefing Sessions – A series of staff briefing sessions are arranged for Wednesday 3 August and then following the summer break on Tuesday 6 and Thursday 8 September 2011.

Support for staff during and after consultation – support on a 1:1 basis will be offered during the consultation period. Following consultation, any staff that are formally 'at risk' will be part of the redeployment process and will receive support in searching for alternative roles within KCC.

End of consultation – once consultation has closed, a formal decision on whether to proceed with the proposal will be taken. All comments and counter-proposals will be considered and responded to either directly or via a collective response.

Slotting – Employees may be 'slotted' (i.e. automatically placed) into the new structure if their own job is largely unaffected by changes implemented. For a post to be a possible 'slot' the following 3 conditions must apply:

- the job must be the same grade as before the re-organisation,
- there must be the same number of jobs (or more) as job holders
- the job is deemed 75% the same type of work in term of job accountabilities, activities and broad objectives

Diminution process – This will apply where there is a requirement to reduce the number of posts, but where there is no change to the role being undertaken (i.e. fewer of the same type of role). Where this is necessary, selection criteria will be drawn up with advice from HR and in consultation with the appropriate trade unions. The criteria will be clear, objective (based on the future needs of the Service), free from any discriminatory factors and fairly applied.

Interviews will apply for all appointments to new roles within the structure and will be ring-fenced in the first instance to KYS staff that are at risk. Any roles which remain vacant after this will be advertised to the wider KCC and if appropriate externally.

'At risk' status and redeployment support – once all job opportunities are exhausted within KYS, individuals will be placed at risk of redundancy and will receive redeployment support which will include access to Priority Connect, the KCC job matching process.

Notice letters – once the processes of filling roles in the new structure is complete, formal notice of redundancy will be issued in line with KCC procedure. The greater of contractual or statutory notice will be given.

4. **Staff Groups Affected**

The following groups of staff are directly impacted up these proposals:-

Full Time Centre-based Youth Workers including Senior Youth Work Practitioners would, subject to the consultation process, be at risk as these roles are deleted from the proposed new structure.

Street-based Youth Workers would be reduced in number and in line with the proposed structure. Where more than one project exists within a district or borough this reduction would be managed through a process of diminution as described above within that district or borough. Where only one street-based project exists within a district the existing member of staff will be slotted.

Street-based Part Time Youth Workers would be reduced in number and in line with the proposed structure. Where more than one project exists within a district or borough this reduction would be managed through a process of diminution in line with that described above. Where only one street-based project exists within a district or borough the existing staff members will be slotted.

Project Based Part Time Youth Workers would, subject to the consultation process, be retained when working in a project which is retained as the Youth Hub but would otherwise be subject to deletion from the proposed new structure. This is because existing part-time roles in the projects which become hubs will not change under the new structure.

Community Youth Tutors would, subject to the consultation process, be slotted into the new structure as these roles will not change and existing locations would be unaffected.

Ancillary Staff including cleaners would, subject to the consultation process, be at risk as the roles are proposed as deleted from the structure. The exception to this would be those employed within the new Hubs, once confirmed; in this instance, ancillary staff would be slotted.

Voluntary Organisations Field Officers posts, subject to the consultation process, would be deleted under these proposals as they are not included within the new structures. The functions currently undertaken by these staff will be commissioned from voluntary and community sector providers.

Support Staff (Senior Support Officers and Support Officers) would not be affected during this transformation process, as the Service Review completed earlier this year has aligned these staff into an area based structure.

5. Managing Change

Managing Change Well Framework – KCC have adopted a framework to manage change well. The Managing Change Well Framework will improve KCC's ability to meet changing needs and performance requirements rapidly and effectively by managing change well.

The Framework includes six overarching principles to follow in change activity:

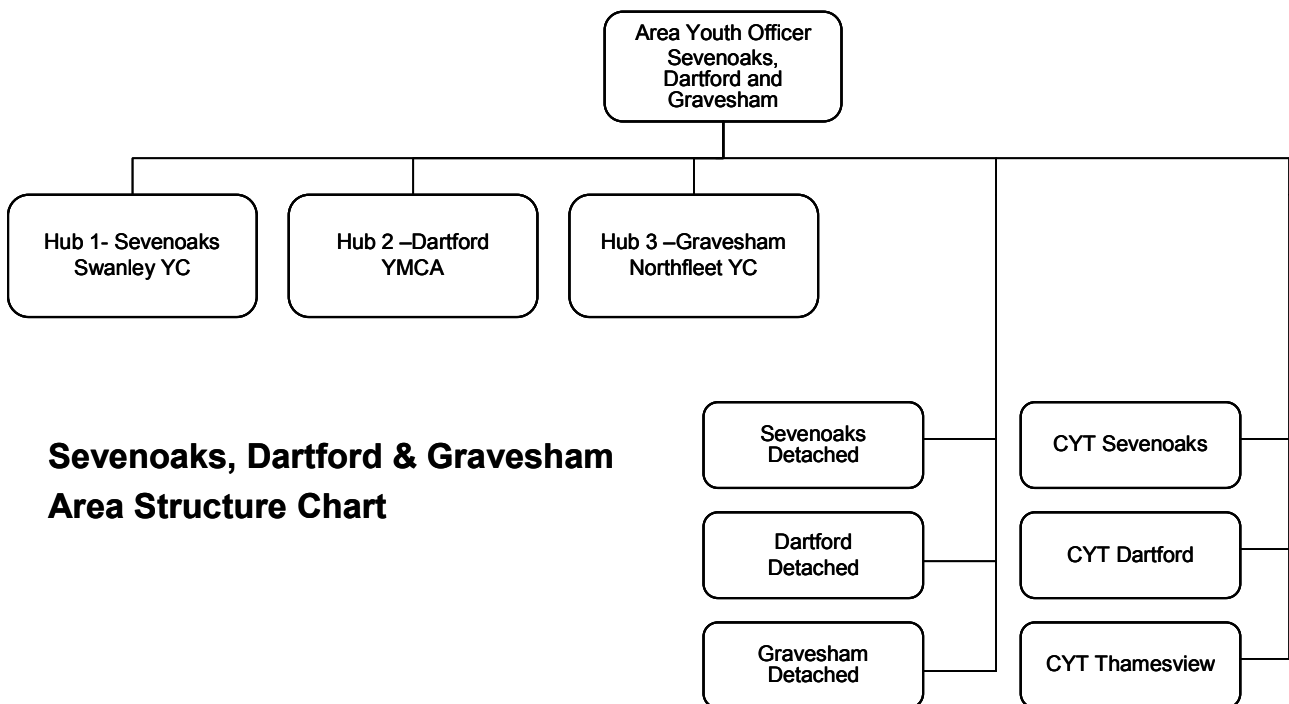
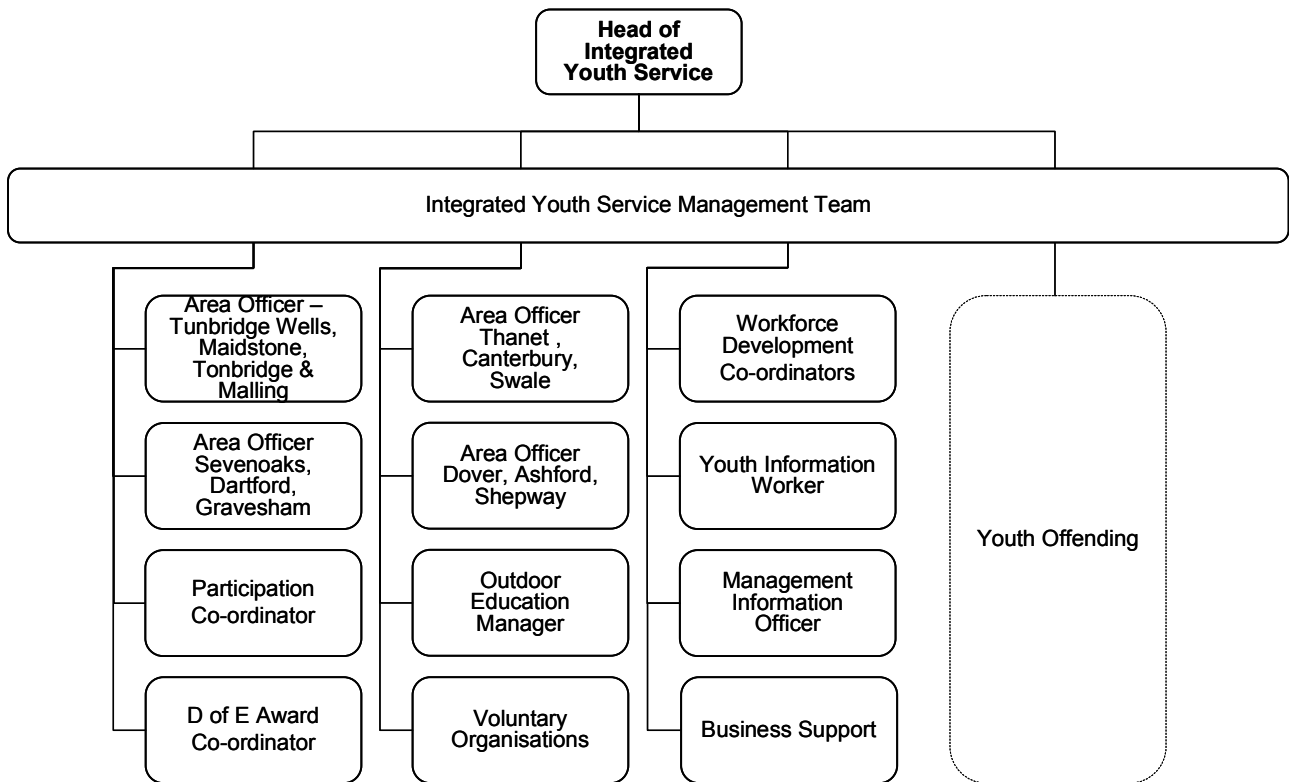


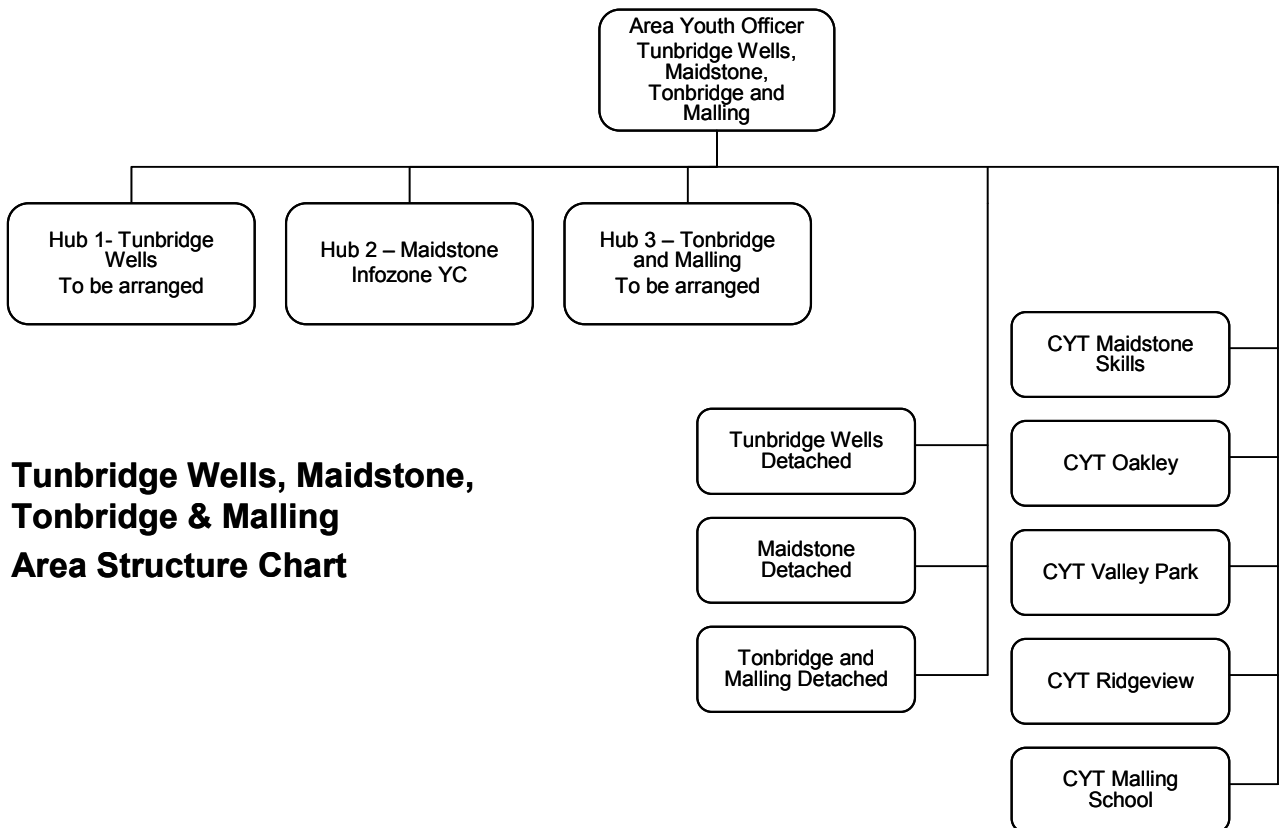
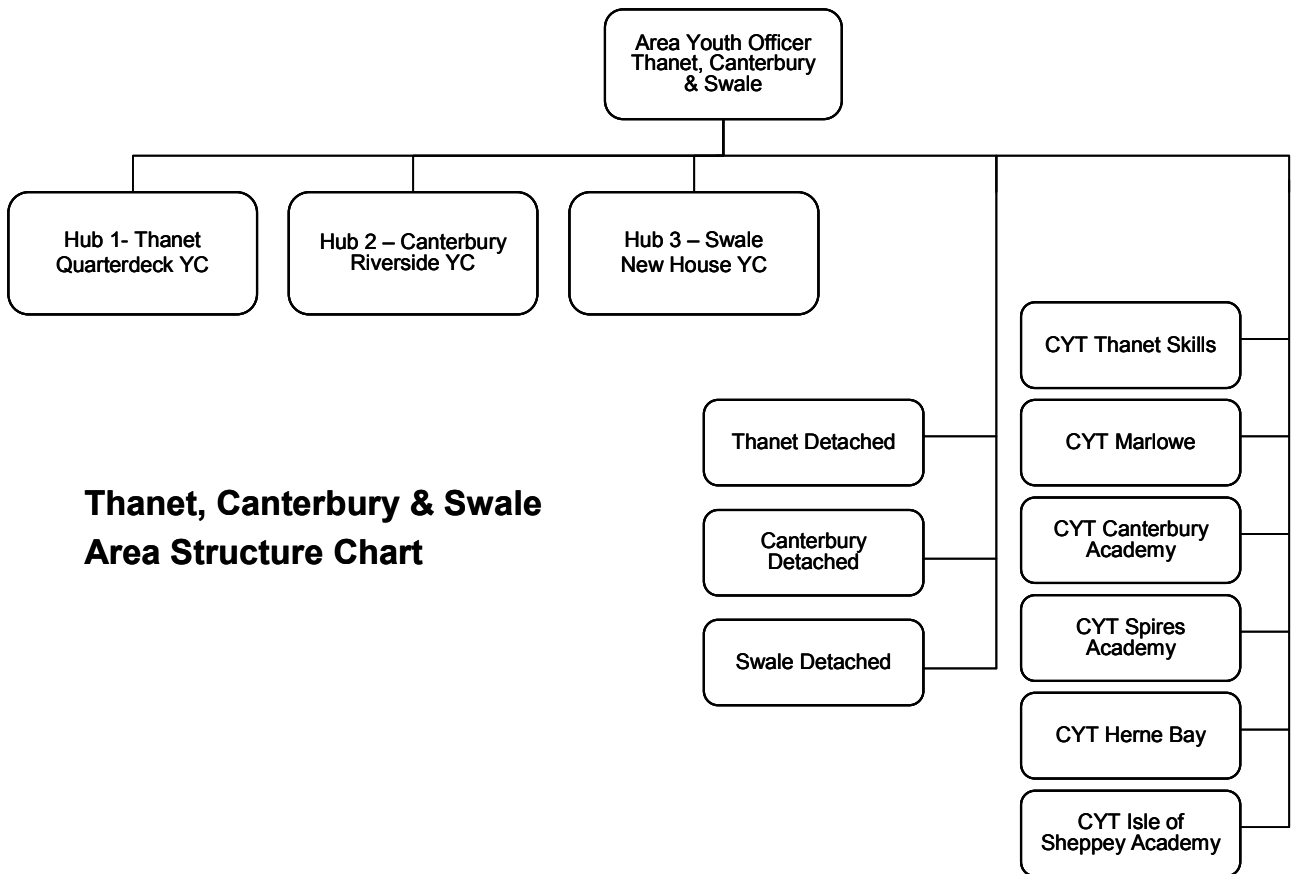
Aims of Managing Change Well in KCC – By equipping managers and staff to be competent and confident in responding to new organisational requirements and performance objectives, we expect that:

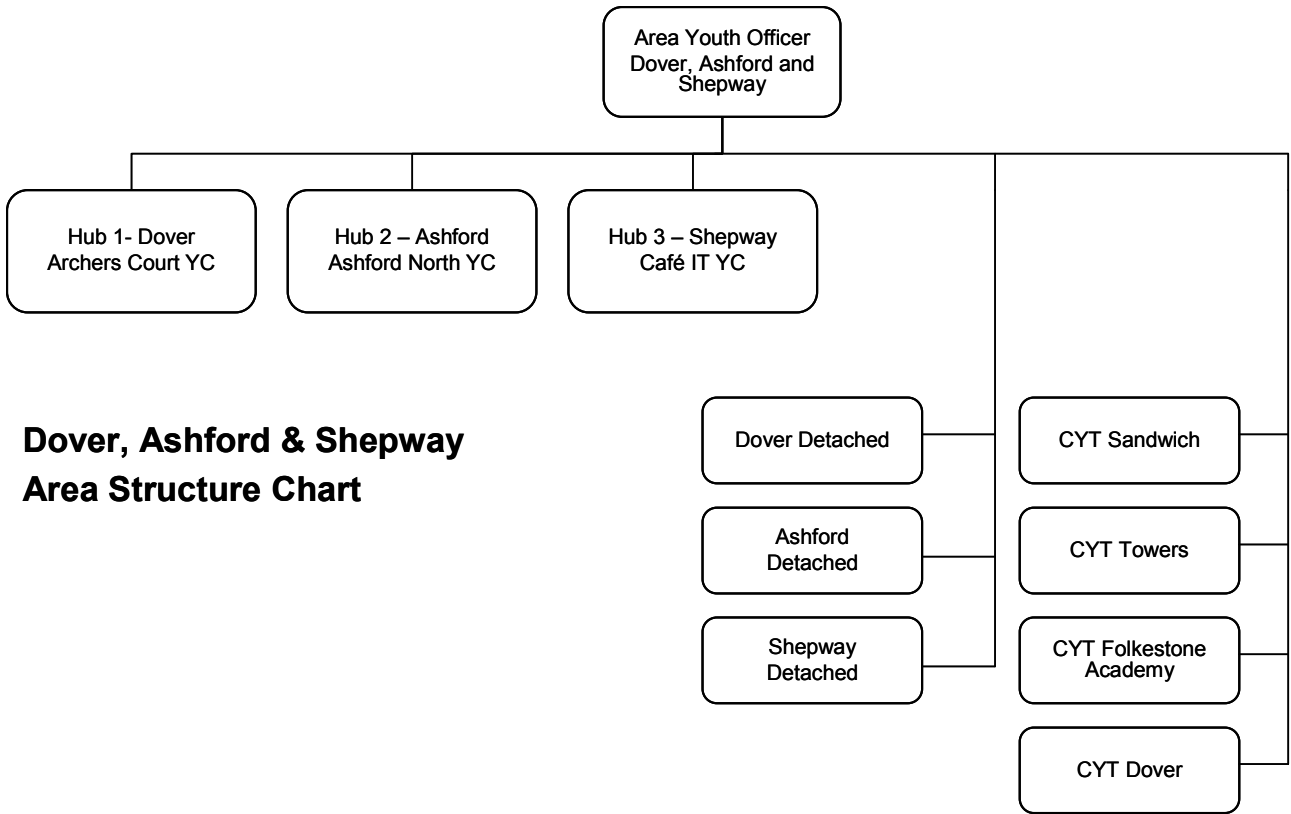
- KCC will proactively manage change, tackling difficult issues and circumstances within a managed risk approach
- The right change will be identified, implemented and will deliver the expected outcomes and benefits
- Customer satisfaction will be evidence following a change
- Performance and productivity will be improved
- Equality of opportunity will be promoted through fair and equitable change processes and outcomes, making use of feedback from Customer Impact Assessments

Change toolkit – Effective People Management – A toolkit is available on KNET which gives links to policies, procedures and guidance to assist managers and staff in managing the people elements of managing change within KCC. The link for further information is <http://knet2/staff-zone/wellbeing-in-kcc/wellbeing-in-action-in-kcc/managing-organisational-change-toolkit/>

6. Proposed Structure







7. Job Descriptions

Kent County Council

Job Description: ***Senior Youth Work Practitioner***

Directorate: Customer and Communities
Division: Service Improvement
Unit/Section: Integrated Youth Services (IYS)
Grade: JNC Professional Grade 27 – 30
Responsible to: Area Youth Officer

PURPOSE OF THE JOB:

- 1.1 The Senior Youth Work Practitioner (SYWP) holds the day-to-day management responsibility for a District Youth Work Hub and for the Street-based youth project (including full-time and part-time staff) operating across the district/borough
- 1.2 The SYWP will be a member of the Area Management Team, led by the Area Youth Officer (AYO); this group is responsible for the operational management for all directly delivered Youth Projects in the Area under the direction of the appropriate Assistant Head of Youth Service (Operations).
- 1.3 The SYWP will be responsible for a comprehensive face to face youth work curriculum delivery to young people at the District Youth Work Hub, supported by a 0.5 fte Youth Worker, ensuring that the Hub operates as a centre of excellence within the District / Borough.
- 1.4 Work with the AYO to ensure high quality standards of all youth work in the area is achieved in both directly delivered and commissioned projects; participate in county wide inspections as required.
- 1.5 As a member of the Area Management Team, work to ensure that the Service's Business Plan is developed, delivered, monitored and achieved as relevant to the locality.
- 1.6 The SYWP will be a member of the Area Team, led by the AYO.

MAIN DUTIES:

- 2.1 Supported by a Youth Worker, manage and oversee the delivery of an appropriate curriculum-led service to young people at the District Youth Work Hub and Street-based Project, maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people.

The curriculum offer must take account of the requirement to secure recorded and accredited outcomes for young people in line with Service targets.

- 2.2 Engage in regular face to face work with young people for a minimum of 50% of work time.
- 2.3 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.4 Line manage Youth Work staff in the Hub and Street-Based project. Arrange regular supervision meetings with those staff for whom the postholder is responsible, and support their work by clearly defining and monitoring targets, and conducting annual appraisals.
- 2.5 Undertake regular quality assurance visits to youth projects in the District / Borough as required, and complete Records of Advisory Support for feedback.
- 2.6 Ensure that a high quality curriculum - including residential work, international education and holiday programmes - is fully incorporated into the programme of work within all projects for whom the SYWP is responsible.
- 2.7 In conjunction with the Workforce Development Co-ordinator, develop and deliver training to support excellent services for young people and youth work, across the direct delivery, voluntary and commissioned sectors of the Area.
- 2.8 Promote the active participation of young people in the design, delivery and evaluation of the projects that the SYWP is directly responsible for, and with all partner agencies.
- 2.9 Establish and develop productive relationships and partnerships with other agencies and voluntary and commissioned youth organisations as appropriate.
- 2.10 Deputise at meetings for the AYO and IYS as appropriate.

FINANCIAL

- 3.1 Comply with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook and the Statement of Accountability for your budget.
- 3.2 Ensure that all staff for which the SYWP is responsible know of and follow the procedures required of them in accordance with the documents stated above.

GENERAL

- 4.1 Comply with all KCC and IYS Policies; ensure all Area staff are aware of these Policies and work within them.
- 4.2 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.3 This Job Description is provided to assist the SYWP to know their principal duties. It may be amended from time to time in consultation with the post holder, but without change to the level of responsibility appropriate to the grading of the post.

Signature: _____ Date: _____
Senior Youth Work Practitioner

Signature: _____ Date: _____
Area Youth Officer

Person Specification: **Senior Youth Work Practitioner**

The following outlines the minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be short listed.



Applicants should describe and evidence in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	<p>JNC Qualified Youth Worker or equivalent degree-level professional qualification in working with young people.</p> <p>Management Qualification or willingness to study</p> <p>A1 Assessor qualification or willingness to study</p>
EXPERIENCE	<p>Experienced and skilled in working with groups at a face to face level in a range of youth work settings</p> <p>Experience of working effectively in partnership within a multi-agency setting.</p> <p>Experience of managing & supervising staff</p> <p>Experienced and skilled in positively addressing Diversity issues relevant in a youth and community work setting</p> <p>Experience of budget and resource management.</p> <p>Experienced and skilled in using Quality Assurance systems in a youth work setting</p> <p>Experience of positively promoting the views, rights and image of young people</p>
SKILLS AND ABILITIES	<p>Ability to work effectively with young people and colleagues at all levels and to build effective partnerships internally and externally</p> <p>Ability to plan, deliver and evaluate youth work programmes including recording and accrediting young peoples achievements</p> <p>Ability to design, deliver and evaluate training events for both young people and staff</p> <p>Ability to build relationships with young people on equal terms whilst maintaining professional boundaries</p> <p>Excellent interpersonal skills and a good team player</p>

	<p>Ability to effectively manage, motivate and develop full time and part time members of staff</p> <p>Ability to organise and prioritise workloads</p> <p>Able to work on own initiative</p> <p>Ability to manage budgets and buildings</p> <p>Show diplomacy when liaising with multi-agency partners</p> <p>Ability to act as a role model for youth work colleagues in the area</p> <p>Communicate effectively using a variety of methods including report writing to a high standard</p> <p>An ability to travel on a regular basis between sites across the county, at all times of the day and night</p>
<p>KNOWLEDGE</p>	<p>Of Health and Safety and Child Protection issues in youth work settings</p> <p>Of how adults and young people learn</p> <p>Of current legislation and policy trends affecting work with young people.</p> <p>Knowledge and understanding of the contemporary youth work curriculum</p> <p>Knowledge of diversity and equal opportunities issues in relation to both staff and young people</p>

Kent County Council

Job Description: ***Community Youth Tutor***

Directorate: Customer and Communities
Division: Service Improvement
Unit/Section: Integrated Youth Services (IYS)
Grade: JNC Professional Grade 22 – 25
Responsible to: Area Youth Officer

PURPOSE OF THE JOB:

- 1.1 The post will be based at the partner school and reflects the collaborative working between the partner school and Integrated Youth Services and will be part of the Area IYS Team.
- 1.2 40% of the Community Youth Tutor (CYT) time will be undertaken at the direction of the partner school and 60% with IYS when the (CYT) will be responsible for comprehensive face to face youth work curriculum delivery to young people, including after-school clubs and evening youth work.
- 1.3 The CYT will be a member of the Area IYS Team lead by the Area Youth Officer (AYO) and the teaching staff of the school.

MAIN DUTIES:

- 2.1 Manage and oversee the delivery of an appropriate youth work curriculum-led service to young people in the partner school and local community, maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people. The curriculum offer must take account of the requirement to secure recorded and accredited outcomes for young people in line with Service targets.
- 2.2 Undertake aspects of work within the partner school timetable under the direction of the relevant school manager.
- 2.3 Overall the CYT will engage in regular face to face work with young people for a minimum of 60% of work time.
- 2.4 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.5 Line manage Youth Work staff in the project. Arrange regular supervision meetings with those staff for whom the CYT is responsible, and support

their work by clearly defining and monitoring targets, and conducting annual appraisals.

- 2.6 Ensure effective communication links are developed and maintained with the school, the wider community and local partners, liaising with these groups to support the development of youth work in the local area.
- 2.7 Ensure that a high quality curriculum - including residential work, international education and holiday programmes - is fully incorporated into the programme of work within all projects for whom the CYT is responsible.
- 2.8 Promote the active participation of young people in the design, delivery and evaluation of the projects that the CYT is directly responsible for, and with all partner agencies.
- 2.9 Establish and develop productive relationships and partnerships with other agencies and voluntary and commissioned youth organisations as appropriate.

FINANCIAL

- 3.1 Comply with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook and the Statement of Accountability for your budget.
- 3.2 Ensure that all staff for which the CYT is responsible know of and follow the procedures required of them in accordance with the documents stated above.

GENERAL

- 4.1 Comply with all KCC and IYS Policies; ensure all project staff are aware of these Policies and work within them.
- 4.2 Support the ethos of the partner school in relation to its policies for teaching and learning.
- 4.3 The CYT will receive an annual performance appraisal jointly undertaken by the relevant school manager and the AYO.
- 4.4 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.5 This Job Description is provided to assist the post holder to know their principal duties. It may be amended from time to time in consultation with the post holder, but without change to the level of responsibility appropriate to the grading of the post.

Signature: _____ Date: _____
Senior Youth Work Practitioner

Signature: _____ Date: _____
Area Youth Officer

Kent County Council

Person Specification: **Community Youth Tutor**

The following outlines the minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be short listed.



Applicants should describe and evidence in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	JNC Qualified Youth Worker or equivalent degree-level professional qualification in working with young people.
EXPERIENCE	<p>Experienced and skilled in working with groups at a face to face level in a range of youth work settings</p> <p>Working in partnership with young people</p> <p>Working in partnership with other agencies</p> <p>Working with young people from diverse groups, cultures and lifestyles</p> <p>Experience of managing & supervising staff</p> <p>Experience of budget and resource management.</p> <p>Experience of positively promoting the views, rights and image of young people</p>
SKILLS AND ABILITIES	<p>Ability to work effectively with young people and colleagues at all levels and to build effective partnerships internally and externally</p> <p>Ability to plan, deliver and evaluate youth work programmes including recording and accrediting young peoples achievements</p> <p>Ability to build relationships with young people on equal terms whilst maintaining professional boundaries</p> <p>Excellent interpersonal skills and a good team player</p> <p>Ability to effectively manage, motivate and part time members of staff</p> <p>Ability to organise and prioritise workloads</p> <p>Able to work on own initiative</p> <p>Ability to manage budgets and resources</p>

	<p>Show diplomacy when liaising with multi-agency partners</p> <p>Communicate effectively using a variety of methods including report writing to a high standard</p> <p>Be aware of the specific needs of young people from minority communities; how their culture impacts upon them and the communities in which they live</p> <p>Demonstrate behaviours which promote a positive role model for colleagues and agencies within the area</p> <p>An ability to travel on a regular basis between sites across the county, at all times of the day and night</p>
<p>KNOWLEDGE</p>	<p>Of Health and Safety and Child Protection issues in youth work settings</p> <p>Of how adults and young people learn</p> <p>Of current legislation and policy trends affecting work with young people.</p> <p>Knowledge and understanding of the contemporary youth work curriculum</p> <p>Knowledge of diversity and equal opportunities issues in relation to both staff and young people</p>

Kent County Council

Job Description: ***Street-Based Youth Worker***

Directorate:	Customer and Communities
Division:	Service Improvement
Unit/Section:	Integrated Youth Services (IYS)
Grade:	JNC Professional Range 19 – 22
Responsible to:	Senior Youth Work Practitioner

PURPOSE OF JOB:

- 1.1 To deliver street-based youth work within the District / Borough.
- 1.2 In liaison with the Area Youth Officer (AYO) and Senior Youth Work Practitioner (SYWP), respond to the unmet needs of young people within the district / borough, working in partnership with voluntary and community sector partners as well as commissioned providers.

MAIN DUTIES:

- 2.1 Deliver an appropriate curriculum-led service to young people maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people. The curriculum offer must take account of the requirement to secure recorded and accredited outcomes for young people in line with Service targets.
- 2.2 Engage in regular face to face work with young people for a minimum of 70% of work time.
- 2.3 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.4 Line manage Youth Work staff in the Street-Based project. Arrange regular supervision meetings with those staff for whom the postholder is responsible, and support their work by clearly defining and monitoring targets, ensuring access to training and conducting annual appraisals.
- 2.5 In liaison with the SYWP, produce an annual updated community profile and action plan for the delivery of the work of the project. Review performance against this on a regular basis with the SYWP.
- 2.6 Ensure that a high quality curriculum - including residential work, international education and holiday programmes - is fully incorporated into the programme of work.

- 2.7 Promote the active participation of young people in the design, delivery and evaluation of the projects that the Street-based worker is directly responsible for, and with all partner agencies.
- 2.8 Establish and develop productive relationships and partnerships with other agencies as well as local voluntary and commissioned youth organisations as appropriate.
- 2.9 Build on existing established and developing specialist areas of work, relationships and partnerships, as appropriate and in consultation with the Area Management Team. This might include, but is not confined to, work with Community Safety Teams and Young People from Minority Ethnic Communities.

FINANCIAL:

- 3.1 Comply with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook and the Statement of Accountability for your budget.
- 3.2 Ensure that all staff for which the Street-based worker is responsible know of and follow the procedures required of them in accordance with the documents stated above.

GENERAL:

- 4.1 Comply with all KCC and IYS Policies; ensure all project staff are aware of these Policies and work within them.
- 4.2 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.3 This job description is provided to assist the post holder to know their principal duties, which will require regular evening, weekend and school holiday working. It may be amended from time to time in consultation with the Street-based worker without change to the level of responsibility appropriate to the grading of the post.
- 4.4 This Job Description will be reviewed annually in order to evaluate working practices.

Signed (Job Holder) _____ Date _____

Signed (Line Manager) _____ Date _____

Job Description: ***Street-based Youth Worker***

The following outlines the Minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be shortlisted.



Applicants should describe in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	<p>JNC Qualified Youth Worker or equivalent degree-level professional qualification in working with young people.</p> <p>Evidence of continuing professional development</p>
EXPERIENCE	<p>Effective experience working directly with groups of young people delivering a curriculum based programme</p> <p>Working with young people from diverse groups, cultures and lifestyles</p> <p>Working in partnership with young people</p> <p>Working in partnership with other agencies</p> <p>Experience of positively promoting the views, rights and image of young people</p> <p>Experience of managing and supervising staff</p>
SKILLS AND ABILITIES	<p>Work with young people, especially young people from difficult or disadvantaged situations.</p> <p>Ability to plan, deliver and evaluate youth work programmes including recording and accrediting young peoples achievements</p> <p>Excellent interpersonal skills and a good team player</p> <p>Recruit, support and lead a team of part-time workers</p> <p>Ability to organise and prioritise own workload</p> <p>Able to work on own initiative</p> <p>IT literate</p> <p>Ability to communicate effectively in a variety of ways to a variety of audiences</p>

	<p>Work with other agencies including borough and parish councils, occasionally with senior officers or council members</p> <p>Show diplomacy when liaising with multi-agency partners</p> <p>Be able to build relationships with young people on equal terms whilst maintaining professional boundaries</p> <p>Be aware of the specific needs of young people from minority communities; how their culture impacts upon them and the communities in which they live</p> <p>Access various parts of the area, some of which are in rural locations, with limited public transport for both day and evening sessions.</p> <p>Demonstrate behaviours which promote a positive role model for colleagues and agencies within the area</p>
<p>KNOWLEDGE</p>	<p>Of current legislation and policy trends affecting work with young people.</p> <p>Of Health and Safety and Child Protection especially as it relates to street-based work</p> <p>Knowledge and understanding of the contemporary youth work curriculum</p> <p>Knowledge of diversity and equal opportunities issues in relation to both staff and young people</p>

Kent County Council

Job Description: ***Youth Worker***

Directorate:	Customer and Communities
Division:	Service Improvement
Unit/Section:	Integrated Youth Services (IYS)
Grade:	JNC Professional Range 17-20 pro rata 18.5 hours per week
Responsible to:	Senior Youth Work Practitioner

PURPOSE OF JOB:

- 1.1 To assist with the delivery of high quality youth work within the District Youth Work Hub.
- 1.2 In liaison with the Senior Youth Work Practitioner (SYWP), respond to the needs of young people within the district / borough, working in partnership with voluntary and community sector partners as well as commissioned providers.

MAIN DUTIES:

- 2.1 Assist in delivering an appropriate curriculum-led service to young people maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people. The curriculum offer must take account of the requirement to secure recorded and accredited outcomes for young people in line with Service targets.
- 2.2 Engage in regular face to face work with young people for a minimum of 80% of work time.
- 2.3 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.4 Deputise for the Senior Youth Work Practitioner in leading the staff team and running programmes at the Hub in their absence.
- 2.5 Ensure that a high quality curriculum - including residential work, international education and holiday programmes - is fully incorporated into the programme of work.
- 2.6 Actively promote the participation of young people in the design, delivery and evaluation of the project that the Youth Worker is directly involved in running.

- 2.7 Assist in the promotion and running of Youth Forums designed to encourage the active participation of young people, in collaboration with, and in support of, the District or Borough Council. Ensure that young people's voice is heard at Youth Advisory Groups and other meetings of influence.
- 2.8 Maintain productive relationships and partnerships with other agencies as well as local voluntary and commissioned youth organisations as appropriate.

FINANCIAL:

- 3.1 Comply with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook and the Statement of Accountability for any budget or resources you may control.
- 3.2 Ensure that all staff in the project know of and follow the procedures required of them in accordance with the documents stated above.

GENERAL:

- 4.1 Comply with all KCC and IYS Policies; ensure all project staff are aware of these Policies and work within them.
- 4.2 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.3 This job description is provided to assist the post holder to know their principal duties, which will require regular evening, weekend and school holiday working. It may be amended from time to time in consultation with the Youth Worker without change to the level of responsibility appropriate to the grading of the post.
- 4.4 This Job Description will be reviewed annually in order to evaluate working practices.

Signed (Post Holder) _____ Date _____

Signed (Line Manager) _____ Date _____

Kent County Council

Person Specification: **Youth Worker**

The following outlines the Minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be shortlisted.



Applicants should describe in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	<p>JNC Qualified Youth Worker or equivalent degree-level professional qualification in working with young people.</p> <p>Evidence of continuing professional development</p>
EXPERIENCE	<p>Effective experience working directly with groups of young people delivering a curriculum based programme</p> <p>Working with young people from diverse groups, cultures and lifestyles</p> <p>Working in partnership with young people</p> <p>Working in partnership with other agencies</p> <p>Experience of positively promoting the views, rights and image of young people</p> <p>Experience of managing and supervising staff</p>
SKILLS AND ABILITIES	<p>Work with young people, especially young people from difficult or disadvantaged situations.</p> <p>Ability to plan, deliver and evaluate youth work programmes including recording and accrediting young peoples achievements</p> <p>Excellent interpersonal skills and a good team player</p> <p>Support and lead a team of part-time workers</p> <p>Ability to organise and prioritise own workload</p> <p>Able to work on own initiative</p> <p>IT literate</p> <p>Ability to communicate effectively in a variety of ways to a variety of audiences</p> <p>Work with other agencies including borough and parish councils, occasionally with senior officers or council members</p>

	<p>Show diplomacy when liaising with multi-agency partners</p> <p>Be able to build relationships with young people on equal terms whilst maintaining professional boundaries</p> <p>Be aware of the specific needs of young people from minority communities; how their culture impacts upon them and the communities in which they live</p> <p>Access various parts of the district, some of which are in rural locations, with limited public transport for both day and evening sessions.</p> <p>Demonstrate behaviours which promote a positive role model for colleagues and agencies within the area</p>
<p>KNOWLEDGE</p>	<p>Of current legislation and policy trends affecting work with young people.</p> <p>Of Health and Safety and Child Protection especially as it relates to youth work</p> <p>Knowledge and understanding of the contemporary youth work curriculum</p> <p>Knowledge of diversity and equal opportunities issues in relation to both staff and young people</p>

Job Description: ***Part-Time Youth Support Worker in Charge***

Directorate:	Customer and Communities
Division:	Service Improvement
Unit/Section:	Integrated Youth Services (IYS)
Grade:	JNC Range 9-12 (pro rata)
Responsible to:	Youth Worker in charge of Project

PURPOSE OF JOB:

- 1.1 To assist the Youth Worker in charge of the project with the development and delivery of a high quality youth work curriculum of activities.
- 1.2 To lead the part-time youth support worker teams in the delivery of youth work activities in the absence of the Youth Worker in Charge of the Project.

MAIN DUTIES:

- 2.1 Assist in delivering an appropriate curriculum-led service to young people maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people.
- 2.2 Engage in regular face to face work with young people for a minimum of 80% of work time.
- 2.3 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.4 Lead the Youth Work team in the preparation of activities, equipment and facilities as required and in the overall running of the provision.
- 2.5 Ensure that a high quality curriculum - including residential work, international education and holiday programmes - is fully incorporated into the programme of work.
- 2.6 Actively promote the participation of young people in the design, delivery and evaluation of the curriculum delivery within the project.
- 2.7 Where required line manage part-time Youth Support Work staff within the project, arranging regular supervision meetings and support their work by setting targets agreed with the Youth Worker in Charge of the project .

- 2.8 Undertake training as required for the job role.
- 2.9 Attend Project and Area staff meetings as required.

FINANCIAL:

- 3.1 Undertaking basic financial administration ensuring compliance with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook.
- 3.2 Ensure that all staff for which the Part-Time Youth Support Worker in Charge is responsible know of and follow the procedures required of them in accordance with the documents stated above.

GENERAL:

- 4.1 Comply with all KCC and IYS Policies; ensure all project staff are aware of these Policies and work within them.
- 4.2 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.3 This job description is provided to assist the post holder to know their principal duties, which will require regular evening, weekend and school holiday working. It may be amended from time to time in consultation with the Youth Worker without change to the level of responsibility appropriate to the grading of the post.

Signed (Post Holder) _____ Date _____

Signed (Line Manager) _____ Date _____

Person Specification: ***Part-Time Youth Support Worker in Charge***

The following outlines the Minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be shortlisted.



Applicants should describe in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	<p>Level 2 Working with young people</p> <p>Leader in Charge training or willingness to study</p>
EXPERIENCE	<p>Experience of working with young people in a youth work setting</p> <p>Experience of delivering curriculum based youth work activities</p> <p>Experience of leading small teams of staff</p>
SKILLS AND ABILITIES	<p>Ability to develop positive relationships with young people from a range of backgrounds whilst maintaining appropriate boundaries</p> <p>Ability to plan and deliver engaging and fun youth work activities</p> <p>Ability to engage young people in activities which promote positive personal and social development</p> <p>Ability to work with young people sensitively and confidentially</p> <p>Ability to work with as part of a team</p> <p>Skills in a curriculum area such as sports, recreation, creative arts, personal development, IT or information and advice.</p>
KNOWLEDGE	<p>Understanding of current issues affecting young people</p> <p>Knowledge and understanding of other agencies engaged in work with young people</p> <p>Equality of opportunity and diversity within the local community</p>

Kent County Council

Job Description: ***Part-Time Youth Support Worker***

Directorate:	Customer and Communities
Division:	Service Improvement
Unit/Section:	Integrated Youth Services (IYS)
Grade:	JNC Range 1-4 (pro rata) if undertaking qualification JNC Range 5-8 (pro rata) on completion of qualification
Responsible to:	Youth Worker in charge of Project

PURPOSE OF JOB:

- 1.1 To assist the Youth Worker in charge of the project with the development and delivery of a high quality youth work curriculum of activities.

MAIN DUTIES:

- 2.1 Assist in delivering an appropriate curriculum-led service to young people maximising the potential of the staff, facilities, equipment and other resources for the benefit of young people.
- 2.2 Engage in regular face to face work with young people for a minimum of 80% of work time.
- 2.3 Actively promote equal opportunities through all aspects of the role, ensuring inclusive youth work which celebrates the diversity of all young people.
- 2.4 Assist the Youth Work team in the preparation of activities, equipment and facilities as required and in the overall running of the provision.
- 2.5 Support the Youth Work team in the delivery of residential work and holiday programmes as required.
- 2.6 Actively promote the participation of young people in the design, delivery and evaluation of the curriculum delivery within the project.
- 2.7 Undertake training as required for the job role.
- 2.8 Attend Project and Area staff meetings as required.

FINANCIAL:

- 3.1 Undertaking basic financial administration ensuring compliance with the financial and budget management standards and procedures detailed within the County Council's Financial Handbook.

GENERAL:

- 4.1 Comply with all KCC and IYS Policies; ensure all project staff are aware of these Policies and work within them.
- 4.2 Undertake such other relevant duties as directed by the Head of Integrated Youth Services, but reduce existing responsibilities as necessary.
- 4.3 This job description is provided to assist the post holder to know their principal duties, which will require regular evening, weekend and school holiday working. It may be amended from time to time in consultation with the Youth Worker without change to the level of responsibility appropriate to the grading of the post.

Signed (Post Holder) _____ Date _____

Signed (Line Manager) _____ Date _____

Kent County Council

Person Specification: ***Part-Time Youth Support Worker***

The following outlines the Minimum criteria for this post. Applicants who have a disability and who meet the minimum criteria will be shortlisted.



Applicants should describe in their application how they meet these criteria.

	MINIMUM
QUALIFICATIONS	Level 2 Working with young people, equivalent qualification or willingness to study
EXPERIENCE	None necessary, just a willingness to learn and develop
SKILLS AND ABILITIES	<p>Ability to develop positive relationships with young people from a range of backgrounds whilst maintaining appropriate boundaries</p> <p>Ability to engage young people in activities which promote positive personal and social development</p> <p>Ability to work with young people sensitively and confidentially</p> <p>Ability to work with as part of a team</p> <p>Skills in a curriculum area such as sports, recreation, creative arts, personal development, IT or information and advice.</p>
KNOWLEDGE	<p>Understanding of current issues affecting young people</p> <p>Knowledge and understanding of other agencies engaged in work with young people</p> <p>Equality of opportunity and diversity within the local community</p>

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Appendix D

KENT COUNTY COUNCIL

EQUALITY IMPACT ASSESSMENT

Directorate: Customer and Communities;
Kent Youth Service

Name of policy, procedure, project or service
Service Transformation, Kent Youth Service

Type

This Service Transformation is a time-limited project intended to radically change the delivery model of Kent Youth Service from one which predominantly involved direct delivery of youth work to one combining a range of commissioned providers. This new delivery model will deliver savings in excess of £1m for Kent County Council over a two year period whilst continuing to demonstrate a robust commitment to the delivery of youth work opportunities for the young people of Kent.

Responsible Owner/ Senior Officer

Nigel Baker, Head of Kent Youth Service

Date of Initial Screening

20th April 2011

Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	For clients: YES	For clients: YES	MEDIUM	UNKNOWN	<p>The service transformation project is intended to create a range of local services which are able to provide high quality positive activities, primarily for those aged 13-19 but also for 11 and 12 year olds and some aged up to 25 who are more vulnerable or have disabilities.</p> <p>This project has the potential to maintain a significant level of universal youth work service across Kent. Failing to commission effective services would have a detrimental effect on the ability of large numbers of young people to engage with positive activities.</p>
	For staff: NO	For staff: NO	NONE	NONE	<p>At this stage whilst it is estimated that around 60 FTE posts will be made redundant, including a significant number of part-time posts, the exact posts are not yet known as this will be a matter of consultation. However as these posts will reflect a range of roles and contracts it is highly likely that those staff affected by the service transformation process will reflect a range of ages and no element of the project has yet been identified which places any one group at a disadvantage.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>
Disability	For clients: YES	For clients: YES	MEDIUM	UNKNOWN	<p>Young people with disabilities are currently well represented within Kent Youth Service provision. The continuation of inclusive services which support the attendance of young people with disabilities as well as</p>

				<p>specialist provision will be a core element of both the youth hub delivery and of commissioned services.</p> <p>In addition the Youth Service is working with key partners within KCC to support the commissioning of a range of befriending services which will support young people with disabilities accessing and being included in mainstream services. At this stage the strength and depth of response to commissioning work with disabled young people from a youth service perspective is not accurately predictable but the Aiming High for Disabled Children pathfinder programme has done considerable work to develop capacity in this specialist sector.</p> <p>The service transformation project is recommending the retention of the current Community Youth Tutor posts, two and a half of which are located within special schools for young people with additional needs and will therefore continue high levels of support for these groups.</p> <p>At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent County Council.</p>
	For staff: NO	For staff: NO	NONE	<p>UNKNOWN</p> <p>Disability data for staff is given voluntarily and therefore risks not recognising all staff with disabilities. At this stage although an estimated 60 FTE posts will be made redundant, including a significant number of part-time contracts, it is not known exactly which posts will be affected.</p> <p>At this stage therefore it is not possible to suggest whether groups of staff with disabilities will be disproportionately affected, either positively or negatively.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's</p>

					recently updated equality statement and policies.
Gender	For clients: YES	For clients: YES	MEDIUM	NONE	<p>Whilst the statistical picture differs from project to project as a whole Kent Youth Service has traditionally worked with more young men than young women. The change to a model comprising a range of commissioned providers allows the ability to recognise key areas which require an improved engagement with young women and engage providers appropriately to increase participation amongst young women.</p> <p>At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent County Council.</p>
	For staff: NO	For staff: NO	NONE	NONE	<p>At this stage whilst it is estimated that around 60 FTE posts will be made redundant, including a significant number of part-time posts, the exact posts are not yet known as this will be a matter of consultation. However as these posts will reflect a range of roles and contracts and no element of the project has yet been identified which places any one group at a disadvantage.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>
Gender identity	For clients: YES	For clients: YES	LOW	UNKNOWN	<p>There is currently limited provision within Kent Youth Service to give specialist support to young people regarding gender identity the ability to provide additional support through commissioned services delivered by local providers offers the ability to give additional support to this group.</p> <p>At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent</p>

					County Council.
	For staff: NO	For staff: NO	NONE	UNKNOWN	<p>Gender identity data for staff is given voluntarily and therefore risks not recognising all staff. At this stage although an estimated 60 FTE posts will be made redundant, including a significant number of part-time contracts, it is not known exactly which posts will be affected.</p> <p>At this stage therefore it is not possible to suggest whether groups of staff with gender identity issues will be disproportionately affected, either positively or negatively.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>
Race	For clients: YES	For clients: YES	UNKNOWN	UNKNOWN	<p>Kent Youth Service currently supports a significant number of young people from a range of ethnic backgrounds either through direct and targeted services or through inclusion into open access services. Although it is unknown yet which projects will be affected by the proposals some which support BME young people will no doubt be affected.</p> <p>The ability of the service to commission and/or deliver appropriate high quality youth work provision for BME young people will be paramount in ensuring a good service for these young people. Further information about specific needs of these groups will need to be collected during consultation.</p> <p>At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent County Council.</p>

	For staff: NO	For staff: NO	NONE	UNKNOWN	<p>Ethnicity identity data for staff is given voluntarily and therefore risks not recognising all staff. At this stage although an estimated 60 FTE posts will be made redundant, including a significant number of part-time contracts, it is not known exactly which posts will be affected.</p> <p>Currently therefore it is not possible to suggest whether groups of staff from any particular ethnic group will be disproportionately affected, either positively or negatively.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>
Religion or belief	For clients: NO	For clients: NO	LOW	NONE	<p>Kent Youth Service provides services for all young people regardless of religion or belief and the service transformation project is intended to ensure the continued provision of these services either through direct provision and/or commissioned provision. At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent County Council.</p>
	For staff: NO	For staff: NO	NONE	UNKNOWN	<p>Religion and belief data for staff is given voluntarily and therefore risks not recognising all staff. At this stage although an estimated 60 FTE posts will be made redundant, including a significant number of part-time contracts, it is not known exactly which posts will be affected.</p> <p>Currently therefore it is not possible to suggest whether groups of staff from any particular religious or belief group will be disproportionately affected, either positively or negatively.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>

Sexual orientation	For clients: YES	For clients: YES	LOW	LOW	<p>Kent Youth Service currently offers some services specifically tailored for Lesbian, Gay and Bisexual young people and for those who are questioning their sexual identity. The ability to continue to either directly provide these services or to commission them from other providers will need to be fully examined during a consultation process.</p> <p>At this stage although commissioned provision is not possible to identify all providers will be required to work alongside the equality and diversity policies of Kent County Council.</p>
	For staff: NO	For staff: NO	NONE	UNKNOWN	<p>Sexual orientation data for staff is given voluntarily and therefore risks not recognising all staff. At this stage although an estimated 60 FTE posts will be made redundant, including a significant number of part-time contracts, it is not known exactly which posts will be affected.</p> <p>Currently therefore it is not possible to suggest whether groups of staff from any particular group will be disproportionately affected, either positively or negatively.</p> <p>Kent County Council's recruitment and selection processes, where required are governed by the Council's recently updated equality statement and policies.</p>
Pregnancy and maternity	For staff: NO	For staff: NO			<p>No adverse impact is expected on clients or staff who are pregnant or in a maternity period. Staff who may be on maternity leave will be kept fully informed of the processes involved in the restructure and supported appropriately.</p>

Part 1: INITIAL SCREENING

Context

During the past two years Kent Youth Service has made savings in excess of £800k, this has been done through the reduction of administrative support to managers, management posts, restructuring the support services to Youth Projects and reducing the level of officer support available to the service.

For the current Medium Term Financial Plan the Youth Service is required to contribute savings of £1.4m in conjunction with Kent Youth Offending Service of which £900k is discreet to the Youth Service transforming from a direct delivery model to one which combines direct delivery and a wider range of commissioned providers.

In order to meet this saving the Youth Service will reduce the resource directed to frontline delivery by approximately £1.7m and then subsequently re-invest more than £830k into an increased budget (totalling £1.2m) for securing services from a range of voluntary and community providers.

This change in delivery method will mean a significant number of Kent Youth Service projects will cease being delivered by Kent County Council staff and could either be delivered by staff from other organisations or a completely different local project could be established.

Aims and Objectives

Kent County Council remains committed to the delivery of high quality youth work opportunities for young people. This Service Transformation is intended to secure a 'universal' service for young people, that is, one open to any young person and offering a range of youth work opportunities which develop the confidence and self esteem of young people and therefore contributes to the Preventative Strategy through supporting positive life choices amongst young people.

Beneficiaries

The intended beneficiaries of this transformation project are primarily young people aged 13-19 with some service for those aged 11-12 and also provision for those aged 19-25 with additional needs. These groups of young people will continue to benefit from a broad range of youth work opportunities which offer different methods of engagement and additional support at those points at which the young people are more vulnerable.

Due to the diminishing resources available for the delivery of this work the transformation process from directly delivered youth provision to a combination of commissioned and directly delivered offers the ability to retain this broad service reach in a way that would not be possible under the existing service model.

Significant evidence exists that the provision of high quality youth work supports young people to make positive and healthy life choices and reduces both the amount of anti-social behaviour in local areas and also reduces the pressures upon more targeted provision, as such the successful implementation should be beneficial to the local communities of service users.

Consultation and data

The new model for service delivery will be subject to a 90 day public consultation which will consult on:

- the location of continued direct delivery;
- the job roles within continued direct delivery;
- the implications for projects and premises no longer directly delivered;
- the framework for commissioning outcomes at a county level;
- the framework for commissioning outcomes at a local level.

The new model for service delivery will also be subject to a 90 day staff consultation which will consult on the above and the consequent implications for potentially affected members of staff.

The consultation data will be analysed during the month after close of consultation and used to inform both the final direct delivery structure and also to create the commissioning framework for the tendering of services.

Potential Impact

Adverse Impact: The potential for adverse impact upon client groups is largely dependent on a combination of the framework for commissioning itself and also the management of any transition processes from direct delivery to commissioned services. If a commissioning process fails to recognise the needs of a specific group of clients or fails to procure appropriate service levels the group could be adversely affected. The mitigation for this adverse impact lies in a consultation process to determine the needs of client groups and ensure that they are reflected in the commissioning framework and also to consider the use of larger 'caretaker' organisations for a period of time if local organisations are not successful through the commissioning process.

The adverse impact on staff will be a considerable reduction in the number of Kent Youth Service staff which will result in a number of redundancies. This will impact each of these members of staff significantly as individuals but as of yet no adverse impact upon any protected characteristic group has been identified. The estimated number of redundancies is in the region of 60 Full Time Equivalent (FTE) posts; however this will be made up of approximately 24 full-time staff and a number of smaller part-time staff contracts to a total of 36 FTE.

Positive Impact: The successful implementation of a new model for service delivery for Kent Youth Service has the ability to continue to provide high quality services as noted above and also may provide opportunity to deliver an improved service for some particular groups of young people.

JUDGEMENT

Option 1 – Screening Sufficient

NO

Following this initial screening our judgement is that further action is required.

Justification: The initial screening demonstrates that there are considerable amounts of, as yet, unknown impacts upon the ongoing service to young people. Also as the final locations of posts which are to be made redundant are not known it is not possible at this time to conclude on the impact on any protected characteristics amongst staff teams.

The transformation project has elements of mitigation built in it for both of these issues through the development of a commissioning framework and KCC's existing commitments to ensuring both staff and clients are not disadvantaged as a result of their characteristics. However in order to ensure that there are no disproportionate negative impacts on any particular group of clients or staff it is necessary to carry out a full consultation process with potentially affected groups to fully understand the implications of the project and be able to respond appropriately and effectively.

Option 2 – Internal Action Required

YES

There is potential for impact on particular groups and we have found scope to ensure the proposal has the maximum ability to mitigate against any negative impacts. This will take the form of ensuring that specific groups are suitably reflected in both the outcomes framework for commissioning and also that the appropriate KCC policies are fully implemented during any redundancy and recruitment processes.

Option 3 – Full Impact Assessment

YES

As noted above it is necessary to conduct a consultation with affected service users and the communities in which they live and potentially affected staff members in order to gain a full understanding of the impacts of the transformation project.

A consultation plan will be created to ensure the engagement of potentially affected groups of staff and young people.

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:

Date:

Name:

Job Title:

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Disability, Gender Identity, Gender, Race, Religion or belief, Sexual Orientation	Significant levels of uncertainty around the overall impact of the project.	Undertake a consultation both with all affected groups and areas but also with some targeted groups of young people on the proposals within the project.	Clear understanding of impact and mitigating measures.	Nigel Baker	August – October 2011	Surveys Meetings Focus Groups Analysis
Disability, Gender Identity, Gender, Race, Religion or belief, Sexual Orientation	Provision for young people will be affected by the change in delivery method.	Ensure the production of a commissioning framework for the provision of youth work through a range of new providers which continues to champion inclusive approaches and also provides specialist support where required.	Continued or improved high quality provision of youth work for young people from the identified characteristic groups.	Nigel Baker	July 2011	N/A
All	Unknown levels of staff impact within protected characteristics	Undertake a consultation with staff on the proposed changes within the project. Ensure proper application of KCC equality and diversity policies and procedures during any recruitment stages of the project.	Clear understanding of affected groups. Equality of opportunity for any posts recruited,	Nigel Baker	August – October 2011 January – March 2011	Surveys Meetings Analysis N/A



Appendix E

KENT YOUTH SERVICE:

SERVICE TRANSFORMATION CONSULTATION PLAN

1. Introduction

1.1 This plan outlines the methodology and key milestones for the consultation on the Kent Youth Service Transformation Project which proposes a change from a primarily directly delivered service to a new model of service delivery involving a wide range of commissioned providers. The full details of the proposal are included in the Service Transformation Proposal.

1.2 The consultation has been designed to cover three key elements:

- consulting with young people, their communities and other stakeholders about the shape and location of future service delivery;
- consulting with staff about the consequent implications to job roles and posts available;
- undertaking an equality impact assessment of the proposals in order to understand the impact on particular groups or communities.

2. Consultation Mandate

2.1 Details of the elements to be consulted upon are included in the attached documents: Service Transformation Proposal; Needs Analysis and Outcomes Framework; HR Implications and Process.

2.2 In order to ensure the new model of service delivery continues to meet the needs of young people at a local level and offers high quality opportunities to engage with youth work opportunities the Youth Service is inviting comment on the following:

- The principle of the model of combining KCC in-house delivery with commissioned services;
- the Borough/District approach of Hub, Community Youth Tutor, Street-Based Project and Local Commissioning Budget model;
- the location and function of youth hubs;
- the job role of the lead and supporting youth workers in the hubs;
- future use of premises;
- the staffing structure for the new service model;
- priorities for youth work in the area;
- the framework for commissioning outcomes at a county level;
- the framework for commissioning outcomes at a local level;
- impact of changing delivery on staff groups;

- impact of changing delivery on young people and communities;
- allocation of resources.

2.3 The new model of service delivery which focuses around the direct delivery of a Youth Hub, detached work and Community Youth Tutor and a range of commissioned providers was proposed by County Council as part of the Medium Term Financial Planning process.

2.4 It is important to note that the question of the need to make savings is not part of this consultation as this has already been decided through the KCC Medium Term Financial Plan process for 2010/11.

2.5 Youth services that are delivered on a countywide basis (specifically Outdoor Education, Duke of Edinburgh's Award, Quality Assurance and Youth Participation) are not part of the present consultation as no changes are being proposed to these.

3. Consultation Methods and Timescales

3.1 Three primary methods will be used to undertake the consultation reflecting the needs of the different consultee groups:

- Formal KCC process for staff consultation as set out in the Service transformation Personnel and HR Implications paper.
- Electronic or paper questionnaire for all others. This will be supported by a wide range of meetings with the public and stakeholder groups to introduce the consultation and take questions.
- Detailed focus groups with target groups

3.2 The analysis of all consultation findings will be undertaken during November 2011 and will contribute to the final proposal with no further consultation in line with section 138 of the 2009 Duty to Involve, Consult and Inform.

3.3 The following groups will be consulted with using a range of methods including the production of electronic questionnaires, focus groups and information meetings:

- Staff groups
- Youth Advisory Groups
- Kent Youth County Council
- Local District/Borough Youth Fora
- Users of Kent Youth Service
- Kent Forum
- Kent Chief Officers Group
- Voluntary Youth Organisations
- Locality Boards
- Local Children's Trust Boards
- Minority Groups