



## **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**

20<sup>th</sup> 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.
<b>Gender</b>	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>
<b>Gender identity</b>	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>
<b>Race</b>	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>
<b>Religion or belief</b>	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>

<b>Sexual orientation</b>	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>
<b>Pregnancy and maternity</b>	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