

HERTFORDSHIRE COUNTY COUNCIL

CABINET

MONDAY, 19 FEBRUARY 2018 AT 2.00PM

Agenda Item
No.

5

SUPPORTING YOUNG PEOPLE IN HERTFORDSHIRE

Report of the Director of Children's Service

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1. Purpose of report

- 1.1 To provide Cabinet with details of the continuum of support and opportunities for young people to achieve their aspirations within the County and the role of YC Hertfordshire in promoting the national Social Mobility agenda.

2. Summary

- 2.1 Hertfordshire County Council's vision for young people is to take every opportunity to promote aspiration within their education, community and future working life. The Government's report on [Social Mobility in Great Britain](#), Social Mobility Commission 2017, clearly states that raising aspirations for disadvantaged young people is key to their future life. In the remodelling of YC Hertfordshire and the services it provides this is a key underlying principle.
- 2.2 The report proposes a targeted approach to address the needs of young people who are challenged in education, their community or home life in order to ensure access to a range of opportunities enjoyed by their peers and a successful transition to adulthood.
- 2.3 The vision of the Local Government Association (LGA) was described in their recent paper [Bright Futures](#), LGA, 2017: "For all young people to enjoy their lives, reach their full potential and make a good transition to adulthood. They should be able to achieve their ambitions, develop positive relationships and make worthwhile contributions to their communities." The remodelled Service will align with this strategy and its 6 principles: youth-led; inclusivity, equality and diversity; respect; quality, safety and well-being; empowerment; and positivity.
- 2.4 In order to deliver this vision and the clear priorities of the County Council, the primary purpose of the remodelled Service will be "Enabling Young People to Succeed" through the delivery of targeted prevention and early intervention to

address emerging needs, improve life chances, and reduce escalation to more expensive and intensive services.

2.5 Over the last two years, Children's Services, with partners, has been developing a range of approaches to meet the needs of young people over the age of 11 years, particularly those who face challenges within their home, school and community. YC Hertfordshire has a key part to play in prevention and improving outcomes contributing to the County's vision and priorities for young people and the [Families First Continuum of Need & Support](#). The main areas of focus of the Service will include:

- Education, skills and progression to employment and independence.
- Physical, sexual and mental health - achieving emotional well-being, resilience and reducing the risk of self-harm.
- Diversion from crime, reducing gang association, youth violence, child sexual exploitation and supporting the out of court disposals process.
- Project work with young people in their communities and to address specific issues or challenges faced by them.
- The voice of the young person and co-production.
- Integration within the Families First Prevention & Early Help Multi-Agency Model.
- Strong links with partners, including the voluntary sector and district / borough councils, to coordinate and enhance the wider local youth offer.

2.6 An [initial paper](#) was presented to Children's Services Panel on 2 November 2017. The Panel supported the proposal to remodel services in line with the County Councils and Children's Services priorities and the need to make savings of 10% in 2018/19 and a further 10% in 2019/20. Cabinet approved this decision on [13 November 2017](#). This second paper follows a consultation with key stakeholders and provides further information on the plans to remodel the service.

2.7 Findings from the consultation with key stakeholders including young people were positive and consistent, providing strong support from partners to working together and the importance of targeted prevention, early intervention and the focus on vulnerable young people both 1 to 1 and group settings.

2.8 The consultation response reflects the progress YC Hertfordshire has made since 2011 in providing a greater focus on those who need the most support. The Service will now intensify this focus on young people who do not make adequate progress to improve their life chances by addressing emerging challenges and sustaining change.

3. Recommendation/s

3.1 1. The Children's Services Cabinet Panel considered a report on this item of business at its meeting on 7 February 2018. The Panel commented upon the content of the report and noted that the proposal seeks to:

- a) Develop further the focus of YC Hertfordshire, on targeted prevention and early intervention with young people primarily aged 11-25 who face particular challenges, by delivering services within the areas described in the report.

This will include work with individuals, their families and opportunities for informal education and learning within a group work setting.

- b) Increase the ability of YC Hertfordshire, working with partners including district and borough councils, to be flexible and innovative in addressing emerging needs such as the recent increase in gang association, youth violence, crime, child sexual exploitation and its impact on Hertfordshire young people.
- c) Undertake further work with stakeholders, specifically listening to young people's voices, to develop the offer building on the initial feedback from partners and young people regarding areas for development and Service strengths.

2. The Panel recommended to Cabinet that Cabinet approves the proposed integrated approach by YC Hertfordshire to supporting young people in line with the Council's and Children's Services priorities.

4. Consultation on the YC Hertfordshire Service Review

4.1 In developing the proposals for the remodelled Service, a brief initial consultation was undertaken during a two week period in November 2017. Questions were asked of key stakeholders and partners and responded to by email or face to face discussion. Different questions were put to young people who responded either on an individual or group basis. The partners consulted with included:

- Young People
- Families First Implementation Groups and their partner agencies
- District and Borough 11-19 Youth Strategy Groups
- Community Safety Partnerships
- Hertfordshire LEP
- Schools
- Pro-Action
- Herts Carers and Parents Forum
- Children's Services.

4.2 It was encouraging to see common themes emerging across all partners and stakeholders from the Consultation, in particular the strong support for targeted prevention and early intervention, reducing risk and the quality of service provided. These related to both current work and areas for development. A sample of the response to this consultation is contained in Appendix 1.

4.3 Young people identified a number of common strands as outcomes from YC Hertfordshire interventions, particularly self-esteem and emotional wellbeing, decision making and employability. They identified a sustained relationship with a trusted professional as a key part of what should be offered. A sample of the response from young people is contained in Appendix 2.

4.4 The review of the Service was further informed by recent work with Youth Justice and the Police in supporting the challenge of gang association, crime diversion and sustaining non-offending behaviour.

4.5 A further stakeholder involvement programme will be undertaken in response to these initial findings to explore and develop the remodelled Service offer and will be detailed in a future report.

5 The Local Offer for Young People: YC Hertfordshire's key priorities for Service delivery going forward

5.1 Children's Services is moving towards organising commissioning and delivery of services on a quadrant basis to provide more opportunities for integration and flexibility in meeting local needs. It is proposed that Services for Young People including YC Hertfordshire will be organised on the quadrant model alongside services such as the new commissioned [Family Centre Service](#), 0-25 Together Service for children and young people with SEND and Integrated Services for Learning.

5.2 YC Hertfordshire has changed its focus and delivery since the inception of Services for Young People in 2011 and the creation of Targeted Youth Support. YC Hertfordshire and Targeted Youth Support, which includes Youth Justice, are both managed by the same senior management team, and will, under the new arrangements, be increasingly aligned through formal referral / step down processes and regular joint work.

5.3 The contribution of YC Hertfordshire to the local offer for young people will, as mentioned previously in this report, be based on the findings of the Social Mobility Report and the principles of the LGA Brighter Futures Report.

5.4 To this end the overarching themes that will guide the service offer are described in italics below with examples of recent good practice. These illustrate how the Service currently responds to the needs of targeted groups or individuals and from where it will expand its focus on young people facing particular challenges.

Education, skills and progression to employment and independence

5.5 The identification of young people and whether they are not in education, employment or training (NEET) is and will continue to be a priority; the data is regularly reported to the Department for Education and as part of the indicators within the [Hertfordshire Skills Strategy](#) (both the "not known" young people and those that are NEET). This tracking work is undertaken by a variety of means: telephone, use of social media, through partner agencies and through home visits. Those that are identified as NEET are actively engaged in employability programmes to support young people's progression into work.

5.6 The Social Mobility in Great Britain report referenced in 2.1 highlighted the critical nature of the smooth transition from school to work and suggested that Local Enterprise Partnerships should work to improve careers support for young people. YC Hertfordshire provides careers guidance to young people who are NEET or at risk of becoming so and through a traded offer to schools and colleges. It will continue to offer this and through a partnership with Hertfordshire Local Enterprise Partnership (LEP) will develop a framework to promote the skills wanted by employers and also deliver the Careers and Enterprise Company programme facilitating collaboration between employers and schools.

5.7 Involvement in the National Citizen Service programme provides the opportunity for young people to be part of a group with their peers and thus open to different influences, to learn new skills and to prepare them for independence and employment. This group experience is recognised nationally as the model to improve integration, break barriers and increase resilience as highlighted by Cabinet Office when designing the National Citizen Service specifically for 16/17 year olds.

5.8 Developing the self-sufficiency, employability and independent living skills of care leavers up to the age of 25 through 1 to 1 and group work, including peer support. Due to legislative changes there is significant potential for increased demand from this group.

The opportunity provided by YC Hertfordshire having positive links with employers enables a more holistic and innovative approach when working with some of our most vulnerable young people. A specific project for care leavers offering a bespoke work experience placement and specific careers guidance support has engaged with 57 young people since April, 21 have become work ready and 9 moved into a work outcome. (Examples of current practice are in italics throughout this section.)

5.9 Support for young people with Learning Difficulties and Disabilities (LDD) will be provided through preparing for adulthood transition plans as part of the Education, Health and Care Plan process; support to young people moving between provision, a leaving care service for young people with learning disabilities and a supported employment service.

A young man with a diagnosis of Asperger's Syndrome; he presented as a very capable and intelligent young man but was acutely aware of how much impact his condition had on his social interaction and was reluctant to recognise any ability he had to be fully independent. The YC Hertfordshire adviser first built a trusting relationship, increasing his confidence to accept a temporary paid job; this role was perfect for him as it enabled him to prove to himself that he could hold down a full time job, could work in a team and could 'fit in' with others – in his own words "they treat me like I'm normal". However the contract ended and he became withdrawn and despondent. The worker persisted and found additional work and volunteer placements. One of these became a permanent paid post and a possible future career.

Integration within the Families First Prevention & Early Help Multi-Agency Model

5.10 The Service will now further integrate its delivery within Children's Service to provide both case work and group work, engaging with young people on a voluntary basis. Work will flow from Targeted Youth Support and from active engagement in Families First Triage Panels. Additionally the Service will co-work cases with other practitioners in Children's Services where it can add value and help achieve identified outcomes.

5.11 In order to deliver the integrated approach to those that need support the most, YC Hertfordshire will deliver case work; targeted and preventative youth work projects and programmes; information, advice, guidance and work related learning in

schools, colleges and communities; and through one to one and group work in buildings, on the streets and through residential work.

- 5.12 Through one to one's, group work, projects, programmes, service access points, schools, colleges and online, YC Hertfordshire will seek to engage those young people who need its services the most and deliver in a variety of flexible and responsive ways. Always looking to intervene early through voluntary engagement, to maximise life changes and reduce escalation to more expensive services.

The initial referral came to YC Hertfordshire from Targeted Youth Support as the school had reported risky behaviour such as the young person filming herself in cars driven at high speed and posting these on You Tube. The YC Hertfordshire Youth Worker established a very positive relationship with the young person and once trust was established additional information was disclosed including details of extreme tension and mental health issues at home. There was a risk of the family trying to place the young person into local authority care as they felt they could no longer cope with her extremely disruptive behaviour and regular missing episodes. At the Team around the Family meeting, the father said his daughter had formed two positive relationships with professionals, one of which was the YC Hertfordshire Youth Worker and he specifically asked if she could continue to work with her.

The YC Hertfordshire Youth Worker took the lead on one to one work directly with the young person with Targeted Youth Support predominately working with the family to keep the young person at home. The Youth Worker focused on Healthy Relationships (Child Sexual Exploitation) and dangerous risk taking behaviour reduction, using the youth outcomes star as an engagement and outcomes measurement tool.

Project work with young people in their communities and to address specific issues or challenges faced by them

- 5.13 YC Hertfordshire will provide projects for identified vulnerable groups of young people where there is clear evidence of need e.g. for those with learning disabilities, Lesbian, Gay, Bisexual, Transsexual, Questioning (LGBTQ), young carers, young parents, young people looked after and care leavers, to address their needs and support their personal and social development in an informal education setting. Targeted Youth Support, Families First, wider Children's Services practitioners and other workers from partner organisations will refer young people; families and young people themselves will also be able to refer. Projects will be time limited and resources reallocated as and when needs have been met.

A young parent who is also a care leaver was referred to the Plus One programme. Like many of the young parents they had previously struggled in group settings but this had been exacerbated for this participant through changes in location and schools whilst she was in care. During the programme they overcame anxieties and fears, becoming a significant support to other parents and applying their learning to improve the outcomes and future prospects for themselves and their child. Their portfolio of learning was of an exceptionally high standard and with the support of Youth Workers and Personal Advisers she arranged child care and is now completing an access to further education course at her local college.

- 5.14 The Service will operate from fewer sites but will maximise use of the main young people's hub site in each district and borough. The Service will retain physical access points through its One Stop Shops. YC Hertfordshire will look to utilise other organisations and other County Council services premises, where necessary, for time limited project work.
- 5.15 All projects will be for a fixed period of time, established to address specific needs and subject to regular review to ensure outcomes have been achieved. Young people will be engaged through both self and professional referrals, each will have an action plan to identify need and the youth outcome star process will be used to evidence progression.

Physical, sexual and mental health - achieving emotional well-being, resilience and reducing the risk of self-harm

- 5.16 The continuing development of work in this area links closely with Hertfordshire's Child and Adolescent Mental Health Strategy and Transformation Programme. All work will aim to address identified need at the earliest opportunity. Ensuring opportunities for young people to raise issues of concern early and before they escalate to a crisis point therefore aligning with the early help agenda. This will be facilitated by self-referral through local hubs, access points, telephone, the web or social media.

YC Hertfordshire obtained funding from Health Education England, for young volunteers to be recruited and trained. They provide support to their peers waiting in the emergency department in the Lister and Watford hospitals on Friday and Saturday evenings as well as signposting them to projects and programmes. Youth Workers are present to support and monitor the young volunteers and work directly with the young people and their families.

Encouraging young people to talk about their mental health was the focus of the first Mental Health Conference held as a joint venture between YC Hertfordshire and Sandringham School in St Albans in 2017. Over 300 young people, parents and professionals attended and heard inspirational talks by mental health experts, ambassadors and those who have experienced first-hand the impact that mental health issues can have on young people and their families. There was a special focus on promoting mental health among young men and managing stress, anxiety and body image issues. Participants had an opportunity to attend workshops dealing with practical strategies on managing stress, motivation, depression and suicide prevention.

- 5.17 Individual support and group work as a step down from intensive intervention will seek to address issues and stop re-escalation. Additionally, workers will proactively broker young people into identified projects and programmes to meet their wider personal and social development needs and the goals of their action plan.
- 5.18 YC Hertfordshire will directly deliver preventative programmes, also offering them as part of a traded service, to address a range of issues including: healthy relationships, sexual health, mental health, emotional wellbeing and resilience, digital citizenship, staying safe online, independent living skills, alcohol and substance awareness and personal safety.

The Youth Health Champions programme is a programme delivered by YC Hertfordshire. The training is aimed at students with an interest in health issues who also want to help others, in particular their peers, to develop a healthier lifestyle. Evaluations have shown the course to be an effective means of equipping young people to cascade information about health and local services to their peers. After 38 hours of guided learning, young people deliver health messages to their peers via assemblies, films and workshops. 90 young people have completed the course from 8 schools so far with more planned.

Structuring a programme to ensure the integration of the early intervention agenda has been a feature of provision. As part of the National Citizen Service delivery which aims to improve outcomes in teamwork, communication and leadership; a "Positive steps for mental health" session is delivered to young people that participate in the course. Just fewer than 1000 young people completed this in 2017.

Diversion from crime, reducing gang association, youth violence, child sexual exploitation and supporting the out of court disposals process

- 5.19 The Service will deliver case work and issue based programmes for young people who have similarly presenting issues e.g. young people who are NEET (Not in Education, Employment or Training) who are at risk of offending, who are at risk of Child Sexual Exploitation (CSE) involvement in gangs, youth violence, etc. Projects will be fixed term and resources reallocated as needs are met.
- 5.20 These targeted prevention and early intervention projects will provide positive and safe environments for young people to be challenged, supported, developed and encouraged to address negative, destructive and life chance limiting behaviour.

The group work programmes that YC Hertfordshire has developed and rolled out countywide enable young people to be able to recognise and develop healthy relationships thereby being less vulnerable to exploitation. YC Hertfordshire is working with young people in schools and community groups to raise awareness of child exploitation; giving them the support they need to make informed, safe choices and to have appropriate, healthy and safe relationships. Taking the time to build relationships with young people is essential for Youth Workers to give the support for as long as it's needed and use innovative tools and activities to help young people explore their relationships.

Strong links with partners, including the voluntary sector and district / borough councils to coordinate and enhance the wider local youth offer.

- 5.21 The Service will work closely with partners in borough / district councils, particularly through the Community Safety Partnerships, and by leading the 11-19 Youth Strategy Groups where partners, including the voluntary sector, will work together to provide a comprehensive local offer of informal education and positive activities for young people. YC Hertfordshire will help identify funding opportunities to enhance delivery by one or more organisation. Through these partnership forums the Service will work strategically, locally and across county, identifying developing trends and issues and responding accordingly.

The Service recently worked with a borough council and the local police as part of a

joined up approach to divert young people from risky and anti-social behaviour over Halloween. During October Youth Workers explored with young people the wider impact of anti-social behaviour on local communities and the consequences to young people's safety and their future opportunities by engaging in such behaviour. Thirty eight young people were engaged in one programme from across the borough, many of them known to the police for previous incidents. The Police identified a 37% decrease in antisocial behaviour and 73% decrease in criminal damage from the same period in 2016. YC Hertfordshire will be working with the 11-19 Youth Strategy Group on how this joint working can be improved further in 2018.

- 5.22 The Service will support small, local, voluntary run youth provision aimed at engaging local children / young people in positive activities. It will offer advice and support on safe practice, training and funding applications.

Recent partnership working includes the identification of £10,000 funding through a Community Safety Partnership to deliver 'Prevent' workshops in schools. The success of this work has led to potential further joint bids to address Child Sexual Exploitation, gang involvement and youth violence.

The Voice of the Young Person and Co-Production

- 5.23 YC Hertfordshire will prioritise co-production with young people. The Service will do this through support to district and borough based local youth councils, the Youth Parliament, Herts1125 County Youth Forum, Children in Care Council, Who Not What – the County lesbian, gay, bisexual and transgender (LGBTQ) Strategic Group and through training and supporting Young Commissioners (to support the work of Children's Service's commissioning strands).
- 5.24 The Service will offer social action and volunteering opportunities through the delivery of the National Citizen Service, Duke of Edinburgh's Award (Department of Education) and other local opportunities.

Location of Services

- 5.25 The Service will engage with young people where it is most effective to do so, including in County Council provision, venues owned or managed by partners e.g. districts and boroughs, the voluntary sector, the private sector, schools and colleges. The County Council will aim to provide a young people's hub in each district and borough whilst recognising geography may dictate a different approach is required. The Service will look to use street based work and co-locate with other services to make best use of County Council assets.
- 5.26 YC Hertfordshire will lead on the development of Hudnall Park, near Hemel Hempstead, offering a broad outdoor education curriculum and residential opportunities including elements of the National Citizens Service (NCS) (programme).

6. Outcomes Monitoring Framework and Measures of Success

- 6.1 The remodelled service will develop a range of outcome measures that along with outputs will clearly monitor progress in achieving objectives. These will build on national statutory key performance indicators and local indicators. They will provide an essential contribution to wider success measures for early intervention through the Families First and the Hertfordshire Skills Strategy. The outcome measures will also reflect the delivery of key partnerships e.g. the National Citizen Service with the NCS Trust and the Careers and Enterprise programme with Hertfordshire LEP.
- 6.2 The most important success measures for the new service will include the number of young people with identifiable risk factors receiving a service; the number of young people completing an agreed plan and / or programme and the number of young people sustaining progress. Data held by YC Hertfordshire currently records 3400 young people aged between 11 and 17 as vulnerable for a variety of factors such as being a child looked after, an offender or in receipt of free school meals; however, this data does not include those from a number of at risk groups such as those on the edge of care, going missing, NEET, areas of deprivation or gang association. All outputs and outcomes can be mapped to vulnerable groups or risk factors, thus ensuring delivery has been targeted appropriately. An expanded list of potential outputs and outcomes is contained in Appendix 3.
- 6.3 Examples of how this works in practice are detailed below:
- 6.3.1 The National Citizen Service (NCS); [the Department for Digital Culture Media and Sport expectation](#) is that NCS is embedded in all areas and that there is an increase in the number of young people from all backgrounds and circumstances taking part in the programme. Last year in Hertfordshire 100 young people who were Children Looked After (CLA) or with an Education, Health and Care Plan participated and demonstrated progress. YC Hertfordshire is contracted through the NCS Trust to deliver the NCS: YC Hertfordshire aims to recruit vulnerable young people that meet the age criteria of 16 or 17 years old whilst the NCS Trust will recruit more generically through schools.
- 6.3.2 The [Hertfordshire Skills Strategy](#) objective of “developing our future workforce” also reflects the Social Mobility Report referenced in 2.1. Key indicators within this are to:
- increase the percentage of young people (16 and 17 years old) opting to stay in education and training from 97.9% in 2017 to 98.3% in 2020;
 - decrease the lost contact and NEET 3 month average for 16 and 17 year olds from 3.39% (December 2016 - February 2017) to 3.0% in 2020;
 - increase the number of young people (16 – 18 years) who start an apprenticeship pathway from 1955 in 2016 to 2255 in 2020.

This is delivered through identification of those who are NEET or a referral from Targeted Youth Support or Families First. Direct contact with a young person is made to build the initial relationship and enable their motivation to participate in an employability programme or a work experience placement and sustain an Education Employment or Training outcome.

- 6.3.3 Evidence of progression as demonstrated through the Youth Outcome Star: data from this assessment tool measures personal and social development, communication skills, aspiration and hopes, wellbeing and self-esteem, decision making with regard to taking risks, education, work and training. In 2016, of 1,166 young people completing a “Youth Outcome Star” with YC Hertfordshire, 82% demonstrated positive change in personal development and 42% for improvement in wellbeing.
- 6.4 The Service would expect to contribute to wider Children’s Services inspection and achieve any relevant external accreditation essential for service delivery. This includes meeting the [Matrix Standard](#) for the provision of information, advice and guidance. An annual Continuous Improvement Check is required to meet the Matrix Standard and the conclusion from this year’s assessment was that “Hertfordshire is an exemplar authority in this area and continues to raise the bar for others to follow and is to be commended for its innovation and enterprise.”

7. Financial Implications

- 7.1 Children’s Services has worked to ensure that the delivery of services described in this paper, to the young people who need the most support to achieve their aspirations, can be delivered within the revised financial envelope described in the Hertfordshire County Council Integrated Plan. The delivery of savings required is not without challenge. However, these will be delivered over a two year period and the impact will be monitored closely.
- 7.2. In order to achieve the savings of 10% for 2018/19 and a further 10% for 2019/20, there will be a reduction of the staffing complement which is where 88% of expenditure occurs. There will therefore be a change management and consultation process with staff beginning in January 2018.
- 7.3 The Service will be restructured from 5 to 4 area teams within Services for Young People and aligned with the 0-25 Together Service, Integrated Services for Learning and Family Centre model.
- 7.5 With this revised resource, delivery will be targeted where the need is identified against the priorities as described. Some existing work is likely to end but services will remain flexible and responsive to emerging needs. The service will continue to trade as appropriate, or gain external funding where this enhances and supports the priorities of Children’s Services and the County Council.

8. Equalities Implications

- 8.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equality implications of the decision that they are making.
- 8.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council’s statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EQiA) produced by officers.

- 8.3 The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 8.4 An EQIA is attached at Appendix 4, to ensure that members are fully aware of any equality issues arising from the proposals. Consideration has been given to the likely impact of the proposal, and current assessments conclude that it is not anticipated that people with protected characteristics will be affected disproportionately. There will be more focus on disadvantaged groups who are most in need of support. This EQIA will be monitored and amendments made to the Action Plan as required during the implementation process.

A sample of consultation response from stakeholders and partners is below.

The number and source of responses received were as follows:

- Families First partner agencies - 27
- Borough / District 11-19 Youth Strategy and / or Community Safety Partners - 26
- Schools - 8 mainstream and 2 Special Schools
- Colleges - 2
- Parents - 93

What does YC Hertfordshire do well?

- Second to none both for preventative work and careers guidance.
- Well-being and mental health: addressing needs where thresholds are not met for specialist services.
- Engaging with young people who are hard to reach and /or socially isolated.
- Healthy relationships, sexual health, reducing pregnancy.
- Reducing anti-social behaviour, particularly in working with Community Safety Partnerships and Police.
- Reducing risk-taking behaviour and increasing self-esteem.
- Targeted groups are a particular strength.
- Challenging the behaviour, outlook and ideas of young people and reducing the effects of negative peer pressure.
- Accessibility, timing and location of provision including detached (street work).
- Reduction in NEET, developing employability skills.
- Sustained support to embed progression.
- Supported work experience.
- A person centred approach with both the young person and their carer / parent
- Relationship building, empathy and patience to secure the best outcome for the young person.
- The flexible approach to our cohort and the determination of practitioners not to give up.
- A safe environment where young people feel they belong.
- Youth democracy and young people affecting their services.
- Vulnerable groups including LGBTQ, learning disabilities, care leavers, CLA, young offenders and from localities with greater deprivation.
- Accurate and accessible information, advice and guidance.
- Diversionary programmes developed in partnership.
- Supporting young people with multiple barriers into employment and to independent living.
- Securing additional funding to deliver a wider offer.
- Working in partnership to achieve outcomes.
- Engaging in Families First implementation.
- Responding flexibly, quickly and “thinking outside the box”.
- Resilience, tenacity and continuity of engagement.
- A pro-active role with SEND students, family liaison and ameliorating family stress at transition.
- The positive impact of support on challenging students through career guidance and preventative programmes.
- Prevention, early help, following up actions.

How and where does YC Hertfordshire make a difference?

- Reducing risk taking behaviour and increasing self- esteem.
- Holistic approach to getting young people into positive outcomes.
- Reduction in their involvement of young people in substance misuse and anti-social behaviour.
- Building a relationship and a careful bit of work to support a young person make a significant difference.
- Timely follow up and reporting back of triage cases.
- Reduction in numbers of young people needing continued step up intervention.
- The trust that the young people have with YC Hertfordshire staff.
- Targeted support to vulnerable young people.
- Offering sessions around healthy relationships and domestic violence and acceptable behaviour in relationships.
- Sexual health advice and screening, health prevention.
- Reducing NEET levels.
- Detailed and comprehensive targeted support for vulnerable students.
- Supporting vulnerable young people continue in education or training once they leave compulsory school.
- Vital role in terms of progression planning with the young person's aspiration considered at all times including increased independence skills and development of employability skills.

How can impact be evidenced?

- Tools relating to mental health assessment.
- Outcome star.
- Through the Team around the Family and Families First assessment process.
- NEET data.
- Reduced offending.
- Reduction in family breakdown.
- School attendance.
- Social Evaluation toolkit to assess the impact of social investment.
- Feedback from young people.
- Destination data.
- The additional funding secured to target those most disadvantaged or disengaged with the mainstream provision

What do you see as the gaps, priorities and issues for young people that are currently not being addressed by any organisation?

- Work to address increasing gang association, violence and related issues.
- Support to the delivery of "Behaviour Injunctions" for anti-social behaviour.
- Peer support for mental health issues.
- Prevention around drugs and alcohol.
- Prevention around emotional wellbeing/mental health.
- Addressing issues / risks associated with social media.
- Supporting Families First where appropriate addressing issues with the family.
- Improving school attendance.
- Engaging with young people excluded from school whilst they wait for an alternative school place.
- Mentoring.

- The 11 to 13 age group and sustained progression beyond 18.
- How to fill gaps where traded services are not bought in by schools.
- More provision for specific disabilities e.g. autism.
- More diversionary programmes during school holiday periods including personal development, specialist provision and work experience.
- Homelessness amongst 16/17 year olds.
- Progression of young people who have been electively home educated.
- Care leavers returning after the age of 21 for a service from the County Council.
- Progression of young people with LD into outcomes after education.
- Promoting your work with vulnerable groups.
- Young people being at risk in relation to issues including CSE, abusive relationships and internet safety.
- Detached youth work with risk taking groups.
- A greater emphasis on collaboration between key stakeholders (supporting transition from education to employment).

How can YC Hertfordshire contribute to your strategic objectives?

- How we can work together more effectively to reach young people who are vulnerable and difficult to reach.
- Sexual Health / Teenage Parents - partnership working.
- A clear referral pathway and have a really good understanding of what you can and can't do and whether this is just in some areas or across Herts.
- They already do, by regular attendance at our Triage and Action & Impact panels! (Families First).
- Initiating / completing Family First assessments as appropriate, being a Keyworker for appropriate cases.
- Alleviate challenges faced in engaging young people often experiencing historical disruptive education and moves in area and families (fostering).
- Provide support/intervention to the early help cases that Targeted Youth Support cannot take on.
- Share information.
- Skills development for young people (work readiness), tackling childhood obesity, emotional wellbeing.
- A key partner in addressing that transition from education to employment (a key theme in the County Skills Strategy) and hope we can see more collaborative working i.e. the skills framework for young people, not just between YC Hertfordshire and Herts LEP, but also with the many legitimate players within this space.

A sample of consultation responses from young people is below.

The number of responses received from young people - 97

Responses were received from young people aged 13-17 in a variety of settings including both group and 1 to 1 environments.

What has changed following the work you have done with YC Hertfordshire?

- Feeling better about myself
- I became a stronger person and believe in myself. My self-esteem rose and I felt good in social groups.
- I know I have support, more aware of what support was available,
- I felt better about my identity (non-binary)
- Whenever I have any problems I know that staff at YC will listen and point me in the right direction
- Now I feel more confident and sociable and helped my communication skills for future.
- I won a national award and now have a full time job.
- I had advice about college and I found the right course for me right now.
- I had more of an idea of what I can do with my life
- Supported me to ignore negative choices. Told me about different choices.
- A lot of confidence and achievement and felt good about this – proud of myself.
- I've grown as a person in confidence asking for support that is okay.
- I acknowledged my actions and I dealt with my problem calmly. Without YC Hertfordshire I would have not dealt with it properly and would have gotten myself into more issues without them
- Attendance at school went up and I have had more confidence with getting into school and getting better grades.
- I've become brighter but I could have been happier but it's a working progress.
- Taught me to get into less arguments with teachers – fewer detentions.
- Yes I changed my decisions and I felt more confident doing this
- Nothing has changed but I am trying to take in the fact that they are trying to help with this situation and I am getting there.
- I have been more cautious over my diet for example I have lowered my energy drink intake and I have been eating healthier.
- Smoke less
- I felt stuck before and felt nothing was ever going to get better
- It's good to know there are other young people like me.
- My Mum, school and family members have said how different I am, I feel good.
- Stopped getting in trouble with the Police.
- I gained confidence in work and received an apprenticeship.
- I could cook
- I made better choices
- It made me a better person because I let my feelings out
- I felt less anxious and more comfortable with my situation
- I feel safe here
- I started to behave and looked at my education better

What else can YC Hertfordshire do to help you feel safe?
<ul style="list-style-type: none"> • Work more closely with college • Projects that discuss self-esteem and providing opportunities to talk about it in a natural way with staff and others. • Have a stall at my school more often • Always include safety into the programmes at youth sessions
What else can YC Hertfordshire do to raise your aspirations?
<ul style="list-style-type: none"> • Showing examples and techniques to improve my personal statement and CV alongside how college supports me. • I am no longer the age to attend but I know that the One Stop Shop is there for me. • With projects like NCS it gave me more confidence. I would do something like this again. • Giving advice on jobs, school and college.
What else can YC Hertfordshire do to help you to feel happy?
<ul style="list-style-type: none"> • More motivated activities, session available when college / teens available • Don't force us to get into a project we don't want to do. • I am happy now without YC Hertfordshire but know where to go
What else can YC Hertfordshire do to help you be Independent?
<ul style="list-style-type: none"> • Support with doing things on my own. • Setting goals and working on tasks with staff help • Life skills • Help me get a job. • Sort out benefits and work. • Help me get ID and a bank card and help me with managing money
What else can YC Hertfordshire do to help you to be healthier?
<ul style="list-style-type: none"> • Peer awareness and healthy eating and living. • Youth Council could do awareness of how to live healthy lifestyle awareness • Play more sport or exercise classes • Quitting smoking
What else can YC Hertfordshire do to help you to be more resilient?
<ul style="list-style-type: none"> • Maybe give us more confidence.
Any Other comments?
<ul style="list-style-type: none"> • YC Hertfordshire do not give up on anyone. You push through over three months, you see a young person grow.

Outputs and Outcomes

Below is a list illustrating further detail of potential and /or current outputs and outcomes for the remodelled service

- The number of young people receiving an intervention (this will be less than currently due to an increased focus on case work and intensive targeted group work).
- The number of young people receiving sexual health programmes and services.
- The number of cases led and supported as part of Families First arrangements.
- The number of step down cases.
- The number and percentage of young people from identified vulnerable groups including CLA, NEET, LGBTQ, and LDD receiving an intervention.
- The number of young people from the areas of greatest deprivation receiving an intervention.
- The number of young people participating in a specific programme to reduce risk e.g. healthy relationships (CSE).
- The number of young people with an Education Health Care Plan (EHCP) receiving an 'All About Me' transition plan.
- The number of young people known at risk of criminal behaviour including gang association receiving an intervention.
- The number of Care Leavers with a significant learning disability who have an up to date pathway plan.
- The number of young people being worked with through the out of court disposal process delivered.
- Evidence of impact of young people's commissioners and other examples of them affecting their services.
- The number of young people engaging in nationally recognised programmes such as the National Citizen Service and the number of those who are from vulnerable and other targeted groups.

Outcomes

NEET and in learning measures:

- % of young people in education or training post year 11
- % of young people aged 16 or 17 known to the Local Authority
- % of young people who are NEET
- % of young people from specific vulnerable groups or areas of deprivation who are NEET
- Re-engagement from NEET to EET.

The Youth Outcome Star:

This is part of the family of Outcome Stars used by Families First; data from this assessment and measurement tool will measure:

- Personal and social development
- Communication skills
- Aspiration and hopes
- Wellbeing and self-esteem
- Decision making with regard to taking risks
- Education, work and training.

Young People's Feedback

- % saying they have learnt through their experience
- % saying they have improved their ability to express themselves, listen to others and cope with conflict
- % identifying an increase in confidence
- % who can identify their next steps
- % who are clearer about the actions they need to achieve their goals
- % identifying increased resilience

Accreditation

- Number of completers of recognised accreditation e.g.
 - City and Guilds Employability
 - First aid
 - Food Hygiene

STEP 1: Responsibility and involvement

Title of proposal/ project/strategy/ procurement/policy	Supporting Young People in Hertfordshire: developing a new approach	Head of Service or Business Manager	Andy Manson
Names of those involved in completing the EqIA:	Katherine Fitzpatrick Barbara Rumble Linda Woodhouse Cheralyn Haines Matthew Peirce	Lead officer contact details:	Peter Hosier (01992 555406)
Date completed:	December 2017	Review date:	N/A

STEP 2: Objectives of proposal and scope of assessment – what do you want to achieve?

<p>Proposal objectives: –what you want to achieve –intended outcomes –purpose and need</p>	<p>In response to budget pressures and a review of the current service, to remodel YC Hertfordshire (YCH) to ensure that there is a continuum of support and opportunities for young people enabling them to achieve their aspirations within the County and consolidate YCH role in promoting the national Social Mobility agenda.</p> <p>The aim of the remodelling is to develop and strengthen the service’s targeted approach to addressing the needs of young people who are challenged in education, their community or home life in order to ensure access to a range of opportunities enjoyed by their peers and a successful transition to adulthood.</p> <p>The restructure proposals have been developed through reviewing existing roles, resources and processes to ensure they are fit for purpose and deliver an efficient service going forward.</p>
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<p><u>Stakeholders:</u> Who will be affected: the public, partners, staff, service users, local Member etc</p>	<p>Young people aged 13-19 plus those up to their 25th birthday from the following vulnerable groups:</p> <ul style="list-style-type: none">- Young people with learning disabilities- Young people leaving care- LGBTQ young people <p>Staff</p> <p>Partners:</p> <ul style="list-style-type: none">- Families First Implementation Groups and their partner agencies- District and Borough 11-25 Youth Strategy Groups- Community Safety Partnerships- Hertfordshire LEP- Pro-Action H- Herts Carers and Parents Forum (LDD)- Children's Services.
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STEP 3: Available data and monitoring information

Relevant equality information	What the data tell us about equalities
User group profile data	Below is the current profile of young people who access YCH services in the last 12 months. This information is based on the data recorded on the YCH management information database (CCIS).

In the last year 27,079 young people accessed YCH services. Of those accessing youth YC services 1.8% were under the age of 13, 75.6% were aged 13-17, 17.9% were aged 18-19 and 4.7 were aged 20-24. The % of young men accessing services was slightly higher than young women, 55.2% versus 44.8%, respectively.

The ethnicity profile of the young people was:

	Number of Young People accessing YCH services*	% of Young People	Ethnicity profile of those aged 10-19 living in Herts*
White: Total	21497	79.4%	84.7%
White British	19720	72.8%	80.7%
White Irish	198	0.7%	0.6%
Gypsy/Roma/Traveller	141	0.5%	0.2%
Other White Background	1438	5.3%	3.3%
Mixed : Total	1598	5.9%	5.5%
Mixed White & Black Caribbean	561	2.1%	2.7%
Mixed White & Black African	209	0.8%	0.7%
Mixed White & Asian	314	1.2%	1.4%
Other Mixed background	514	1.9%	0.7%
Asian/Asian British: Total	1735	6.4%	5.5%
Indian descent	496	1.8%	1.4%
Pakistani descent	526	1.9%	0.6%
Bangladeshi	204	0.8%	0.8%
Chinese descent	97	0.4%	0.7%
Other Asian background	412	1.5%	1.9%
Black/African/Caribbean/Black British : Total	1070	4.0%	4.0%
Black African	647	2.4%	2.8%
Black Caribbean	287	1.1%	0.7%
Other Black background	136	0.5%	0.4%
Any Other Ethnic background	242	0.9%	0.4%
I prefer not to say	199	0.7%	
Unknown	738	2.7%	

*The number of young people accessing YCH services excluding tracking calls.

**Based on 2011 census data.

The % of attendance for minority groups exceeds that of the ethnicity profile based on the

2011 census data.

YCH targets resources to those with the greatest need, who may need additional support in order to navigate the transition to adulthood. The table below indicates the proportion of vulnerable young people recorded on Client Caseload Information System (CCIS) who have accessed YCH provision and services.

	Number of YP*	% of total number of YP	Total number of YP recorded on CCIS (89,325)**	% of YP recorded on CCIS who access YCH services
LD	3178	11.7%	4618	68.8%
Care Leaver	634	2.3%	976	65.0%
CLA	152	0.6%	264	57.6%
Young Carer	143	0.5%	229	62.4%
Young Parent/expecting	167	0.6%	201	83.1%
Free School Meals	578	2.1%	1031	56.1%
LGBTQ	180	0.7%	189	95.2%
Young Traveller	120	0.4%	182	65.9%
Refugee / Asylum Seeker	65	0.2%	182	35.7%
NEET (as at 30 Nov 17)	1066	6.5%	1107	96.3%
Residing in area of Deprivation	7004	42.6%	19166	36.5%
Working with YOT (during the 12 months)	458	2.8%	515	88.9%

*Number of young people who have been recorded with the stated vulnerability on CCIS. This data is obtained from the school census data which is sent to YCH twice yearly plus new client requests from users. The school census data includes everyone who is attending a Hertfordshire special or maintained school year 7 to 14. It does not include any information from independent schools.

**Number of young people aged 13-19 living in Hertfordshire who are recorded on CCIS.

The above table indicates that YCH has been successful in engaging young people from vulnerable groups and with the greatest need.

As part of the remodelling consultation process, partners were asked what they saw as the gaps, priorities and issues for young people that are currently not being addressed by any organisation. In the main they thought that the gaps and priorities were:

- Addressing specific issues such as child sexual exploitation (CSE), gang related issues including violence and association, mental health and emotional well-being, drugs and alcohol and the risks of social media.
- Supporting services who provide more specialist interventions by delivering preventative and early intervention programmes to reduce the needs for escalation.
- Providing support for young people from vulnerable groups such as LD young people, care leavers, young people at risk of exclusion.
- Promoting sustained progression beyond 18 and for the 11-13.
- Diversionary programmes preventing young people from putting themselves at risk and engaging in anti-social behaviour.

The above priorities are in line with those which have been identified for the remodelled service.

It is anticipated that the remodelling of YCH will have an impact on all staff. As part of this process staff will be re-aligned to one of four teams as opposed to the current structure where they are aligned to districts.

It is envisaged that 529 within YCH will be effected:

Age Group	No of individuals	% of cohort
<25	79	15%
25-34	142	27%
35-44	108	20%
45-55	121	23%
>55	79	15%
Pregnancy		
On maternity leave	1	<0.1%
Caring Roles*		
Caring for a child	121	30%
Caring for an Adult	20	
Caring for both	4	
Caring responsibility unknown	12	
Ethnicity		
BME	123	23%
Disability		
Yes indicator	30	6%
Gender		
Male	160	30%
Female	369	70%

STEP 4: Impact Assessment – Service users, communities and partners

Protected characteristic	<u>Potential for differential impact (positive or negative)</u>	What reasonable mitigations can you propose?
Age	<p>Given the remit of the service the remodelling will predominantly impact young people aged 13-17. Any impact is likely to be minimal, as the focus of the service is to target resources at those most vulnerable and with the greatest need. Some younger people may find support more difficult to access if there are changes to the nature of support or where it is provided.</p>	<p>The impact will be mitigated by ensuring that services are targeted to young people who are most vulnerable and those whose outcomes are lower than expected.</p> <p>This will be through exclusive provision for those from vulnerable groups including 1-1 support and the delivery of targeted programmes to identified groups of young people facing similar issues.</p> <p>The service will monitor the age range of those young people who access services and actions taken if issues are identified.</p>
Disability Including Learning Disability	<p>There is unlikely to be a significant impact on young people with this protected characteristic based on the fact that disability has been identified as a key vulnerable group for the service.</p>	<p>YCH will continue to provide exclusive provision and 1-1 support for young people with learning disabilities up to their 25th birthday.</p> <p>Young people with learning disabilities will be supported to ensure that they have a robust Education Health and Care Plan.</p>
Race	<p>Data indicates that YCH services are accessible to young people from black & minority ethnic groups (BME) No changes are being proposed that are likely to have a differential impact this.</p>	<p>Where there is data evidencing young people from BME groups have outcomes that are below those expected, YCH will look to provide additional support through, 1 to 1 support and exclusive projects and programmes to address the identified issues.</p> <p>Take up of services by young people from BME groups will be monitored and actions taken if issues are identified.</p>

Gender reassignment	YCH does not have any data regarding this characteristic; however no negative or differential impact has been identified due to this characteristic.	YCH would provide support to young people going through gender reassignment to access projects and programmes and if appropriate through 1-1 support.
Pregnancy and maternity	No negative or differential impact currently identified due to this characteristic.	YCH will continue to deliver 1 to 1 support and exclusive projects and programmes for young parents.
Religion or belief	No data has been collected on religion or belief. However no negative or differential impact is anticipated due to this characteristic. Delivery of the service is across the week including weekends, hence accessible to all young people from all religions and beliefs.	YCH will monitor through feedback from young people and partners; and review if any issues arise.
Sex	No negative or differential impact currently identified due to this characteristic. However this can be monitored against the current proportion of young men versus young women accessing the service.	Currently there is a slightly higher proportion of young men accessing YCH services. In areas where there is a significant difference, single sex projects and programmes will continue to be considered. In addition YCH encourages young women to access STEM (science, technology, engineering and maths) careers.
Sexual orientation	There is unlikely to be a significant impact on young people with this protected characteristic as this characteristic has been identified as a key vulnerable group for the Service. Resources will therefore continue to be targeted towards LGBTQ young people.	In recognition that LGBTQ young people may require additional support, YCH offers provision for this group of young people up to their 25 th birthday. YCH delivers 1-1 support and exclusive provision for LGBTQ young people. This will continue in the remodelled service.
Marriage & civil partnership	Given the core age group of the service is 13-17, no significant impact is anticipated.	

Carers	<p>There is unlikely to be a significant impact on young people with this protected characteristic, as this characteristic has been identified as a key vulnerable group for the Service.</p> <p>Resources will therefore continue to be targeted towards young people with caring responsibilities.</p>	<p>Where the need has been identified, YCH offers exclusive provision to young carers. In addition young carers can access 1-1 support. This will continue in the remodelled service.</p> <p>Data will be reviewed on a regular basis to ascertain whether additional services are required.</p>
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Opportunity to advance equality of opportunity and/or foster good relations
<p>Through the remodelling of YCH, the service delivery will be prioritised where there is evidence of a clearly defined need. It is recognised that quantity of provision will reduce in order to redirect resources to young people who are at risk, vulnerable and whose life-chances are limited. In the remodelled service, all delivery will be targeted and outcomes will be evidenced through case-studies, outcome stars, action plans and, where appropriate, accreditation.</p> <p>Through the above identified partners, including the 11-19 Youth Strategy Groups, YCH are skilled at gathering intelligence to ensure that resources and delivery are aligned with the service strategy. Delivery will be kept under continual review to ensure that the needs of vulnerable young people are met and there are appropriate resources to support those at risk.</p>

Impact Assessment – Staff

Protected characteristic	<u>Potential for differential impact (positive or negative)</u>	What reasonable mitigation can you propose?
Age	There is a potential that staff may be disadvantaged by not being able to take up the offer of the voluntary redundancy/ early retirement packages due to a large volume of applicants.	The Council will continue to apply a transparent and fair selection process. Voluntary redundancy and early retirement applications will be accepted based on a set of criteria which includes a key consideration on whether the job role is critical to the business.
Disability Including Learning Disability	Disabled staff may need specialist equipment ordered or transferred, should a move to a new team/role be required. Organisation of this and explanations to a new manager may feel uncomfortable in a new team or reporting to a new manager.	<p>Staff can raise any pertinent issues during 1-1's and as part of the consultation process including through FAQ's.</p> <p>The Council will apply a transparent and fair recruitment process and ensure all interview panel members have up to date training around recruitment and selection. For interviews, the Council will make</p>

Protected characteristic	<u>Potential for differential impact</u> (positive or negative)	What reasonable mitigation can you propose?
	<p>Staff with disability requiring a low level of support may find that they need to disclose personal information which they had previously kept private in order to receive the appropriate support.</p>	<p>reasonable adjustments or provide appropriate support to staff as necessary in order to enable them to attend and/or take part in the selection process. Managers will adhere to the County Council's guidance on interview processes.</p> <p>Reasonable adjustments will be made for staff who are successfully recruited to new posts where appropriate.</p> <p>Employees who are under notice of dismissal on the grounds of redundancy with a disability (covered by the Equality Act 2010) and /or are being managed under ill health will be offered any suitable alternative vacancies available in line with both the Ill Health Policy and Organisational Change Policy</p> <p>Staff will also be signposted to the Council's disabled staff network group as appropriate , so they can access an independent support network where required.</p> <p>Staff needing reasonable adjustments being relocated to different buildings will be consulted and appropriate risk assessment put in place (including appropriate parking etc).Where relevant, revised Personal Emergency Evacuation Plans will be put in place.</p>
Race	<p>It is not anticipated that the proposals will affect people disproportionately because of their race.</p>	<p>Managers will ensure compliance with equalities legislation throughout the consultation and application process – staff can raise any pertinent issues during 1-1's and as part of the consultation process including through FAQ's.</p> <p>Staff will also be signposted staff to the Council's BAAS staff network group as appropriate , so they can</p>

Protected characteristic	<u>Potential for differential impact</u> (positive or negative)	What reasonable mitigation can you propose?
		access an independent support network where required.
Gender reassignment	There are no staff known undergoing gender reassignment and staff are invited to share any additional information pertinent to the application that previously they have not disclosed.	Managers will ensure compliance with equalities legislation throughout the consultation and application process – staff can raise any pertinent issues during 1-1's and as part of the consultation process including through FAQ's. Managers will use the Trans Policy and Guidance.
Pregnancy and maternity	There is a risk that staff who are on maternity/paternity leave or off work on pregnancy related sick leave may not be consulted about their views on proposed changes. There is currently 1 member of staff on maternity leave.	Ensuring that during the protected period the County Council follow the legal duties around consultation and maternity protection, e.g. ensuring suitable alternatives employment is offered as per the Council's redeployment process. The manager in question will be reminded of the need to ensure that the member of staff on maternity leave will be sent consultation and review documents to ensure they have access to full information about the process, have the opportunity to attend relevant meetings, and the opportunity to discuss implications to their personal circumstances and have opportunities to engage in the process
Religion or belief	It is not anticipated that the proposals will affect people disproportionately because of their religious beliefs.	Managers will ensure compliance with equalities legislation throughout the consultation and application process – staff can raise any pertinent issues during 1-1's and as part of the consultation process including through FAQ's.
Sex	Employee demographics suggest that more women than men work part time. It is also evidenced that more women have caring responsibilities and need flexible working in order to care for children/adults. These factors may lead to	Managers will ensure compliance with equalities legislation throughout the consultation and application process – staff can raise any pertinent issues during 1-1's and as part of the consultation process including through FAQ's.

Protected characteristic	<u>Potential for differential impact (positive or negative)</u>	What reasonable mitigation can you propose?
	women being disproportionately disadvantaged, should their working patterns be required to change. It is important to note that caring for a child or disabled/unwell person may also affect men.	
Sexual orientation	It is important to acknowledge that it can be hard for LGBT staff during a restructure – staff who have already declared sexual orientation (lesbian or gay) to an existing line manager. They may have concerns about informing another manager, including in a different team which could lead to additional stress and anxiety.	Managers will ensure compliance with equalities legislation throughout the consultation and application process – staff can raise any pertinent issues during 1-1's and as part of the consultation process including through FAQ's. Staff will also be signposted to the County Council's LGBT staff network group as appropriate , so they can access an independent support network where required.
Marriage & civil partnership	It is not anticipated that the proposals will affect people disproportionately because of their marital status.	
Carers (by association with any of the above)	Some staff affected may have caring responsibilities for children or family members with a disability/illness – for some this may mean they can only maintain caring and work with flexible working arrangements. Staff with caring responsibilities for children or family members with a disability or illness may be affected should a change of working location be required. It is also noted that more women have caring responsibilities and need flexible working in order to care for children. These factors may lead to women being disproportionately	The Council will balance requests for flexible working alongside business needs. Where a change of working location is proposed, consideration will be given to those with caring responsibilities as to their preferences relating to their caring needs. Staff will also be signposted to the County Council's Carers staff network, so they can access an independent support network where required. The application process will give people notice where new working patterns are required to assist them making alternative arrangements for childcare/and other caring responsibilities.

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigation can you propose?
	disadvantaged, should their working patterns be required to change. It is important to note that caring for a child or disabled/unwell person may also affect men.	Consideration will be given to parking capacity in new locations for those with caring commitments who may arrive at work later than others.

Opportunity to advance equality of opportunity and/or foster good relations

STEP 5: Gaps identified

<p>Gaps identified Do you need to collect more data/information or carry out consultation? (A 'How to engage' consultation guide is on Compass). How will you make sure your consultation is accessible to those affected?</p>	<p>Any issues pertinent to staff in relation to personal and equality related matters can be discussed via 1-1s with Heads of Service, or HR during the formal consultation period, and need to be considered as part of the process to finalise new structures. Other staff support networks are also available ie staff internal equality networks.</p> <p>Staff who are off sick (long term) or on maternity leave will be sent the consultation documents and related communications to ensure they are kept informed and up to date on developments and are involved as appropriate.</p> <p>In developing the proposals for the Service, a consultation was carried out during a two week period in November 2017 with key stakeholders and partners including:</p> <ul style="list-style-type: none"> - Young People <ul style="list-style-type: none"> - Families First Implementation Groups and their partner agencies - District and Borough 11-25 Youth Strategy Groups - Community Safety Partnerships - Hertfordshire LEP - Pro-Action - Herts Carers and Parents Forum (LDD) - Children's Services <p>Feedback from this consultation has been integrated in the paper "Supporting Young People in Hertfordshire: developing a new approach" which will be presented to Children Service's Cabinet Panel on 7 February 2018.</p>
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STEP 6: Other impacts- Consider if your proposal has the potential (positive and negative) to impact on areas such as health and wellbeing, crime and disorder and community relations. There is more information in the guidance.

STEP 7: Conclusion of your analysis

Select one conclusion of your analysis	Give details
<input type="checkbox"/> <p>No equality impacts identified</p> <ul style="list-style-type: none"> – No change required to proposal. 	
<input checked="" type="checkbox"/> <p>Minimal equality impacts identified</p> <ul style="list-style-type: none"> – Adverse impacts have been identified, but have been objectively justified (provided you do not unlawfully discriminate). – Ensure decision makers consider the cumulative effect of how a number of decisions impact on equality. 	<p>The potential for minimal negative impact on people from a number of protected characteristic groups has been identified. However, sufficient mitigations have been proposed, including continuing to target resources to ensure that support is available to vulnerable groups and a commitment to continue to offer exclusive provision and 1-1 support to priority groups where there is an identified need as stipulated in the YCH Strategy.</p>
<input type="checkbox"/> <p>Potential equality impacts identified</p> <ul style="list-style-type: none"> – Take 'mitigating action' to remove barriers or better advance equality. – Complete the action plan in the next section. 	
<input type="checkbox"/> <p>Major equality impacts identified</p> <ul style="list-style-type: none"> – Stop and remove the policy – The adverse effects are not justified, cannot be mitigated or show unlawful discrimination. – Ensure decision makers understand the equality impact. 	

STEP 8: Action plan

Issue or opportunity identified relating to:	Action proposed	Officer Responsible and target date
<ul style="list-style-type: none"> – Mitigation measures – Further research – Consultation proposal – Monitor and review 		
<p>The priority application process will apply throughout the review selection and appointment process as appropriate.</p>	<p>To ensure that all managers appointing staff are clear about the legal/policy requirements around priority applications.</p>	<p>Heads of Service/HR Business Partner</p>
<p>Flexible working arrangements – the review is an opportunity to identify how best we can support flexible working needs and balance this with business needs.</p>	<p>To ensure the final design structure consolidates feedback and is underpinned by opportunities for flexible working/job sharing where appropriate to specific roles, and that meet the business needs.</p>	<p>Heads of Service</p>

Issue or opportunity identified relating to: <ul style="list-style-type: none"> – Mitigation measures – Further research – Consultation proposal – Monitor and review 	Action proposed	Officer Responsible and target date
	As part of the proposed changes to work location, consideration will be given to those with Disability and those who are Carers with regards to accommodating their requests.	
<p>That all interview panel staff have up to date training around recruitment and selection practice.</p> <p>There is a clear and auditable scoring process as part of the application process.</p>	Training to include – <ul style="list-style-type: none"> • Recognition of unconscious bias • Reasonable adjustments provisions for disabled staff • Structured interview questions must be used to ensure candidates are impartially assessed on their ability and competence • Giving fair consideration to applications from people seeking to work flexibly, part time or job share whilst ensuring that the business needs are met. 	Heads of Service
<p>Consultation and feedback opportunities for all staff are considered as part of the review process.</p>	<p>There are a range of options for staff to share their views including opportunities through–</p> <ul style="list-style-type: none"> • 1-1s with managers • FAQ process • Specific e-mail address will be set up to provide feedback 	Project Team
<p>Staff support mechanisms – all staff will be provided access to a range of support networks as identified.</p>	<ul style="list-style-type: none"> • Internal staff equality networks • Support around job applications processes • 1-1 around application processes • Trade Union support (Unison members) • HR support and advice 	
<p>For service users To continue to target resources at vulnerable groups, including exclusive provision to meet specific and priority needs.</p>	<ul style="list-style-type: none"> • Continue to offer exclusive provision and 1-1 support to groups including LD young people LGBTQ young people and young carers • To offer exclusive, time bound provision to address specific needs such as CSE, gang culture, mental, physical and emotional wellbeing etc. • Review data on a regular basis to 	Head of Service

Issue or opportunity identified relating to: <ul style="list-style-type: none"> – Mitigation measures – Further research – Consultation proposal – Monitor and review 	Action proposed	Officer Responsible and target date
	identify whether additional services are required.	

This EqlA has been reviewed and signed off by:	
Head of Service or Business Manager:	Date:
Equality Action Group Chair:	Date:

HCC's Diversity Board requires the Equality team to compile a central list of EqlAs so a random sample can be quality assured. Each Equality Action Group is encouraged to keep a forward plan of key service decisions that may require an EqlA, but please can you ensure the Equality team is made aware of any EqlAs completed so we can add them to our list. (email: equalities@hertfordshire.gov.uk).