

AGENDA SUPPLEMENT (1)

Meeting: **Cabinet**
Place: **Kennet Room - County Hall, Trowbridge BA14 8JN**
Date: **Tuesday 11 February 2014**
Time: **10.30 am**

The Agenda for the above meeting was published on 3 February 2014. Further documents have now become available in respect of item 8 and are attached to this Agenda Supplement.

Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718024 or email Yamina.Rhouati@wiltshire.gov.uk

Press enquiries to Communications on direct lines (01225)713114/713115.

This Agenda and all the documents referred to within it are available on the Council's website at www.wiltshire.gov.uk

8 Wiltshire Council Financial Plan 2014/2015 (Pages 1 - 46)

- Report of the Special Overview and Scrutiny Management Committee held on 5 February 2014
 - Equalities Impact Assessment – Leisure fees and charges
 - Equalities Impact Assessment - Review of positive leisure-time activities for young people
 - Minutes of Wiltshire Council's Housing Board held on 27 January 2014
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DATE OF PUBLICATION: 10 February 2014

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Wiltshire Council

**Cabinet
11 February 2014**

**Council
25 February 2014**

Special Meeting of the Overview and Scrutiny Management Committee

Report on the Draft 2014-15 Budget

Purpose of report

To feed back to Cabinet and Full Council a summary of the main issues discussed at the special meeting of the Overview & Scrutiny Management Committee held on 5 February 2014.

Background

1. This special meeting of the Overview and Scrutiny Management Committee provided an opportunity for non-executive councillors to question the Cabinet Member for Finance and the Associate Director for Finance on the draft 2014/15 budget before it is considered at Cabinet on 11 February 2014 and Full Council on 25 February 2014.
2. The Associate Director of Finance and the Cabinet member for Finance gave a presentation covering the key components and influences on setting this year's budget, under the themes below:
 1. Introduction to appendices flow & Key messages
 2. 2013/14 Budget position
 3. Government Funding
 4. Investment
 5. Savings
 6. Other budgets – fees, HRA & Capital
 7. Reserves
 8. Impact on Council Tax

The key messages were as follows:

- CT Frozen again (4th year) and 2014/15 despite 7.6% reduction in Government Revenue grant (32% overall in 5 years)

- Protection of delivery in vulnerable adults and children
- Investment in highways and waste continues
- On top of ongoing investment already agreed on campuses, housing, economy and broadband
- £142m in capital, campuses progressing and hubs in place
- 1% Pay inflation, incremental freeze lifted and pensions funded
- Savings from reducing non-essential spend and efficiency
- Less posts than planned as not filling vacancies
- Despite taking out over £90m in last 4 years with minimised impact on performance

Main issues raised during questioning and debate

1. The Committee acknowledged that 2014/15 was a particularly challenging budget demonstrated by the level of the savings required as detailed in the budget book, with the main concern being that there was little room for flexibility.
2. It was noted that it was projected that the 2013/14 budget would balance at year end despite current continuing overspends in some services. This would be down to the success of recovery plans and underspending in other areas.
3. It was highlighted that there was a lack of focus on risk in the presentation but the Committee was assured that risks have been properly accounted for by the appropriate professionals and adequately catered for in the budget.
4. It was noted that transport was one of the Council's largest expenditures hence the focus of the strategic savings being on this area.
5. It was confirmed that as a Council we do get value from recyclables and that this is reviewed to maximise savings. The Environment Select Committee was aware of this issue and would be looking to investigate it further to incorporate a reward principle into the new waste contract from 2016.
6. The involvement of Area Boards in promoting more effective public consultation on setting the budget should be better utilised, potentially with a dedicated session. It was reported that last year turnout was disappointing at the consultative road shows. This year events have been directed at particular demographic groups. The Committee recognised that by whichever means chosen, that relaying the key messages of the budget to the public required refinement, although doing something meaningful within the timescales set was challenging. It was confirmed that Communications would be producing a summary document for public consumption following Council.
7. The potential influence that campus development could exert within the local economy was felt to be significant and should be fully exploited under Action 2. However it was recognised that contract regulations required fair competition but the nature of the work involved would naturally benefit local suppliers and employment. It was reported that improved controls and challenge are to be put into place within the procurement process to help in such matters.

8. It was confirmed that the pressure points identified in the Report are predominantly due to an increase in demand on the services involved due to the change in demographic, these being Adult Social Care and Children's Services. The Committee accepted the premise of the investments outlined in these areas and that priorities are being set in line with the Business Plan.
9. Clarification was sought in relation to the monies in Action 3 and the role that Area Boards would have to influence other spend beyond the continuing grant. For town and parish councils, despite the grant to offset the consequences of the Council Tax Reductions (CTR which has had the effect of reducing the Council Tax Base) not being ring-fenced by Government, would still be passported to town and parish councils as agreed by Cabinet on 21st November 2013.
10. Action 5 - The Better Care Plan had been drafted and will be ready for release shortly following approval by the Health and Well-Being Board. The funding for which will be drawn from the acute hospitals in the form of top slicing 3% from their budgets to streamline services and form a centralised system aimed at providing more community care. The Health Scrutiny Select Committee would be involved in monitoring delivery.
11. Item 4 of the strategic savings was confirmed to be aimed at subsidised transport and did not constitute a decision to withdraw funding but rather to seek joint funding via the Further Education establishments, with no loss to the service. It was noted that no impact assessment has been completed on this as yet and that Scrutiny should be a part of this process.
12. The detail of Item 13 should be considered by the Highways and Street Scene (BBLP) Task Group.
13. The Voluntary Redundancy scheme yielded more volunteers than anticipated and therefore resulted in higher initial costs to the Council. The shortfall was funded by monies borrowed from reserves and replaced by the additional savings that were accumulated after the one-off payments were made. This resulted in the 'technical' draw down best described as a cash flow issue. Certain costs have also been capitalised under a scheme offered by Government.
14. The work of the Committee's Financial Planning Task Group included early discussion on aligning budget, performance, risk and service planning which would continue through 2014/15. It was anticipated this would enhance its monitoring role and make an overall contribution to reviewing the strategic delivery of the Council's 4-year Business Plan.

Conclusion

1. To thank all those who attended the meeting and contributed to discussion and, in doing so, to acknowledge the work done by the officer team in drawing the budget documents together and the challenges faced by the Executive in difficult financial circumstances.

2. Cabinet and Full Council are asked to take this summary of the issues raised at the special scrutiny meeting into account when finalising the budget and council tax for 2014/15.

Cllr Simon Killane
Chairman –Overview & Scrutiny Management Committee

Report Author: Emma Dove, Scrutiny Officer, 01225 718071 or emma.dove@wiltshire.gov.uk.

Impact Assessment Evidence Document					
Title: What are you completing an Impact Assessment on?					
Increased Leisure fees and charges					
Why are you completing the Impact Assessment?					
Proposed New Policy or Service	Change to Policy or Service	MTFS		Service Review	
	✓	✓			
Version Control					
Version control number	1	Date	7 Feb 2014	Reason for review (if appropriate)	
Risk Rating Score (use Equalities Risk Matrix and guidance)				Risk score on proposal	6
**If the Risk Score is 1 or 2, an Impact Assessment does NOT have to be completed. Please check with equalities@wiltshire.gov.uk for advice				Risk score after mitigating actions have been identified	2
Section 1 – Description of what is being impact assessed					
Leisure centres are increasing some of its fees and charges from April 2014 to ensure harmonisation of their fees across all the in-house managed leisure centres. This will ensure that all facilities adhere to the leisure pricing principles and where facilities are comparable there is no discrimination regarding where you live					
Section 2A – People or communities that are currently targeted or could be affected by any change (please take note of the Protected Characteristics listed in the action table).					
All sectors of Wiltshire council residents may be affected as follows: Daytime users – removal of off peak prices means an increase to peak prices Swimming users – increase of approx 5% on fees Fitness suite users – seniors see a decrease in costs however juniors see an increase in costs to harmonise their charges Concession users (group bookings) – will see an increase					
Section 2B – People who are delivering the policy or service that are targeted or could be affected (i.e. staff, commissioned organisations, contractors)					
N/A as proposals affect customers only					
Section 3 –The underpinning evidence and data used for the assessment (Attach documents where appropriate)					
Prompts:					
<ul style="list-style-type: none"> • What data do you collect about your customers/staff? • What local, regional and national research is there that you could use? • How do your Governance documents (Terms of Reference, operating procedures) reflect the need to consider the Public Sector Equality Duty? 					

- What are the issues that you or your partners or stakeholders already know about?
- What engagement, involvement and consultation work have you done? How was this carried out, with whom? Whose voices are missing? What does this tell you about potential take-up and satisfaction with existing services?
- Are there any gaps in your knowledge? If so, do you need to identify how you will collect data to fill the gap (feed this into the action table if necessary)

We collect attendance (visit) figures from each leisure centre
 We have assessed our prices against other local facilities and national trends
 We know that some of leisure's prices are already too high, but we need to ensure a level fair playing field for prices across the county in-house managed leisure centres
 We undertake a customer satisfaction survey every other year which asks questions on value for money and prices within the centres

***Section 4 – Conclusions** drawn about the impact of the proposed change or new service/policy

Prompts:

- What actions do you plan to take as a result of this equality impact assessment? Please state them and also feed these into the action table
- Be clear and specific about the impacts for each Protected Characteristic group (where relevant)
- Can you also identify positive actions which promote equality of opportunity and foster good relations between groups of people as well as adverse impacts?
- What are the implications for Procurement/Commissioning arrangements that may be happening as a result of your work?
- If you have found that the policy or service change might have an adverse impact on a particular group of people and are **not** taking action to mitigate against this, you will need to fully justify your decision and evidence it in this section

Issue press releases and customer statements at centres explaining the rationale behind the increases in terms of harmonisation and ensuring a consistent, fair, level playing field for comparable facility entry so there is no discrimination against where people live

Issue staff statements for dealing with queries or complaints and advice on where to direct complaints

Daytime users – leisure are providing more authority to centre managers to promote facilities at certain times and sports to encourage users into the centres during the daytime

Concession users – leisure are providing more authority to centre managers to offer legitimate groups discounted entry under our charitable fees

***Section 5 – How will this Impact Assessment be monitored and reviewed?**

Prompts:

- Do you need to design performance measures that identify the impact (outcomes) of your policy/strategy/change of service on different protected characteristic groups?
- What stakeholder groups and arrangements for monitoring do you have in place? Is equality a standing agenda item at meetings?
- Who will be the lead officer responsible for ensuring actions that have been identified are monitored and reviewed?

<ul style="list-style-type: none"> • How will you publish and communicate the outcomes from the EIA? • How will you integrate the outcomes from this EIA in any relevant Strategies/Polices? 	
<p>The EIA will be monitored via the number of complaints received and the footfall at the centres. It is hoped that the mitigating actions will limit the number of complaints and overall the changes to fees and charges will actually see an increase in footfall rather than a decline.</p>	
<p>*Copy and paste sections 4 & 5 into any Committee, CLT or Briefing papers as a way of summarising the equality impacts where indicated</p>	
Completed by:	Jane Lloyd
Date	07 Feb 2014
Signed off by:	
Date	
Compliance sign off Date	
To be reviewed by: (officer name)	
Review date:	
Published on internet date:	

Equality Impact Assessment Issues and Action Table					
Identified issue drawn from your conclusions	Actions needed – can you mitigate the impacts? If you can how will you mitigate the impacts?	Who is responsible for the actions?	When will the action be completed?	How will it be monitored?	What is the expected outcome from the action?
Age					
Disability					
Concession group booking users	The impact of removing a single use concession booking price will be mitigated by offering centre managers with authority to offer legitimate groups discounted entry under our charitable fees	Gillian Wright	April 2014	Number of complaints Centre Football	No loss or increased footfall Limited complaints
Gender Reassignment					
N/A					
Marriage and Civil Partnership					
N/A					
Pregnancy and Maternity					
N/A					
Race (including ethnicity or national origin, colour, nationality and Gypsies and Travellers)					
N/A					
Religion and Belief					
N/A					

Sex					
N/A					
Sexual Orientation					
N/A					
Other (including caring responsibilities, rurality, low income, Military Status etc)					
Daytime Users	The impact of removing off peak prices will be mitigated by providing centre managers with authority to offer discounts for certain times or sports to encourage users into the centre during daytimes	Gillian Wright	April 2014	Number of complaints Centre Footfall	No loss or increased footfall Limited complaints

Equalities Risk Matrix

This assessment should be undertaken on the inherent risk i.e. that which exists as a result of the proposal, before any mitigations and then on the residual risk i.e the risk that remains once mitigations have been taken into account

Impact Criteria	Low 1	Medium 2	High 3	Very High 4
Legal	Complaint/initial challenge may easily be resolved	Internal investigation following a number of complaints or challenges	Ombudsman complaint following unresolved complaints or challenges	Risk of high level challenge resulting in Judicial Review
Financial	Little or no additional financial implication as a result of this decision or proposal	Medium level implication with internal legal costs and internal resources	High financial impact - External legal advice and internal resources	Severe financial impact - legal costs and internal resources
People	No or Low or level of impact on isolation, quality of life, achievement, access to services. Unlikely to result in harm or injury. Mitigating actions are sufficient	Significant quality of life issues i.e. Achievement, access to services. Minor to significant levels of harm, injury, mistreatment or abuse OR, low level of impact that is possible or likely to occur with over 500 people potentially affected	Serious Quality of Life issues i.e. Where isolation increases or vulnerability is greatly affected as a result. Injury and/or serious mistreatment or abuse of an individual for whom the Council has a responsibility OR, a medium level of impact that is likely to occur with over 500 people potentially affected	Death of an individual for whom the Council has a responsibility or serious mistreatment or abuse resulting in criminal charges OR High level of impact that is likely to occur, with potentially over 500 people potentially affected
Reputation	Little or no impact outside of the Council	Some negative local media reporting	Significant to high levels of negative front page reports/editorial comment in	National attention and media coverage

Calculating the Equalities Risk Score

You will need to calculate a risk score twice:

1. On the inherent risk of the proposal itself (without taking into account any mitigating actions you may identify at the end of the EIA process)
2. On the risk that remains (the residual risk) after mitigating actions have been identified

This is necessary at both points to firstly, identify whether an EIA needs to be completed for the proposal and secondly, to understand what risk would be left if the actions identified to mitigate against any adverse impact are implemented

To get the current risk rating the risk **for each criteria** is scored from 1 to 4 for Likelihood and Impact and multiplied together to give a risk score.

Likelihood x **Impact** = **Risk Score** which establishes the level of risk:

		Acceptable		Unacceptable	
		Very Unlikely (1)	Unlikely (2)	Likely (3)	Very Likely (4)
Impact	Critical (4)	4	8	12 Significant Risk	16 Significant Risk
	Substantia l (3)	3	6	9	12 Significant Risk
	Moderate (2)	2	4	6	8
	Low (1)	1	2	3	4
		Very Unlikely (1)	Unlikely (2)	Likely (3)	Very Likely (4)

Red = High Risk (Score 12 – 16). **An Equality Impact Assessment must be completed.** Significant risks which are unacceptable; reduce the likelihood and/or impact through control measures.

Amber = Medium Risk (Score 6 – 9). **An Equality Impact Assessment must be completed.** Manageable risks, controls to be put in place; managers should consider the cost of implementing controls against the benefit in the reduction of risk exposure.

Green = Low Risk (Score 1 – 4) **An Equality Impact Assessment must be completed only when the risk score is 3 or 4.** Negligible risks - to be considered and monitored as costs may outweigh benefits.

Appendix 1 - Impact Assessment Evidence Document (WORKING DOCUMENT – contact jane.graham@wiltshire.gov.uk to ensure that you have the most up to date version)					
Title: What are you completing an Impact Assessment on?					
Change in Service: Review of positive leisure-time activities for young people					
Why are you completing the Impact Assessment?					
Proposed New Policy or Service	Change to Policy or Service	MTFS		Service Review	
	✓	✓		✓	
Version Control					
Version control number	2.0	Date	24/01/2014	Reason for review (if appropriate)	<ul style="list-style-type: none"> Reformatted data tables Added compliance date and officer name, review date and officers names on page 23
Risk Rating Score (use Equalities Risk Matrix and guidance) **If the Risk Score is 1 or 2, an Impact Assessment does NOT have to be completed. Please check with equalities@wiltshire.gov.uk for advice				Risk score on proposal	12 HIGH
				Risk score after mitigating actions have been identified	
Section 1 – Description of what is being impact assessed					
<p>Introductory note: This Equality Impact Assessment (EIA) is a working document. It details the equality analysis work undertaken so far and identifies the future work needing to be undertaken (please see action plan) to ensure that Wiltshire Council meets its statutory obligations under the Public Sector Equality Duty. It is updated at various points as the project progresses and there is a strict version control process in place.</p> <p>What is being Impact Assessed: This EIA is being completed as a result of a review of how the council meets its statutory duty to secure for young people aged 13-19 (up to age 24 for young people with a learning difficulty) access to sufficient positive leisure-time activities which improve their well-being, and the provision of sufficient facilities for such activities. The review is being project managed and is overseen by a Youth Services Project</p>					

Management Group where equality is considered as a rolling stand-alone agenda item as well as being integrated throughout the whole work of the project. For details about the members of the Project Group, please see Appendix 1 attached to this EIA document.

The review is being driven by the need to ensure an approach that responds to the modern lives of young people, is shaped by their views and reflects changes to government youth policy. Future provision also needs to align to council's business plan, new community campuses and be sustainable ensuring that help, support and resource is provided to the young people who need it most. The review also needs to provide financial efficiencies within the Integrated Youth Service of £500k per annum from April 2014. These financial savings are set within the backdrop of the wider budget setting by Wiltshire Council through the MTFS (Medium Term Financial Strategy) process.

Current provision

Although the council's 507B statutory duty has largely been met through the provision of an open access development service (now youth work team) for young people to date, it's important to note that it has also been satisfied in part by a broader youth offer. This includes a range of other council and voluntary/community sector youth services and activities.

At present the council's youth work team operates from 24 sites across Wiltshire (Appendix 4), largely offering centre based youth work provision that is open to all 13-19 year olds, with some outreach work in Holt, Studley Green and The Friary. In some community areas provision is also available to 11 and 12 year olds. Bridging Projects are also provided which offer disabled young people the opportunity to engage in positive leisure-time activities in Chippenham, Devizes, Durrington, Malmesbury, Marlborough, Pewsey, Salisbury, Tisbury, Trowbridge and Warminster.

Youth workers also coordinate Youth Advisory Groups (YAGs) across the county, involving young people in shaping local services and activities which affect them. Recent data from the integrated youth database shows that 3585 13-19 year olds engaged with the youth work team from 1st April to the end of September 2013. During this time these individuals attended the service 31,186 times – averaging 8.7 attendances per young person attending.

The council's integrated youth service youth work team also coordinates the Wiltshire Youth Arts Partnership which provides targeted positive activities to vulnerable groups. The Duke of Edinburgh Award scheme provides informal education opportunities and an outdoor education centre offers outdoor activities via a traded service to local schools.

The council also runs Sparksite, a website and radio station which provides information to young people about local opportunities and positive-leisure time activities. In addition, a phone and web-based service called 'The Line' is funded which provides confidential advice and support for young people.

The Wiltshire Skills4Success programme is also available; a £265,000 Wiltshire

Council funded scheme which aims to help young people develop the confidence and skills they need to take up education, work or training opportunities.

Community area boards also sponsor a variety of youth projects in their local areas. Over the last four years the council has delegated £100,000 per annum to area boards for youth projects, with an additional £162,000 (a one-off amount) in the 2013/14 budget. This funding is in addition to the £1 million community grants budget allocated to area boards. Approximately 25-30 percent is allocated to support youth related activities.

Community areas allocate funding by a variety of means including participatory 'You Decide' type events; where local young people prepare bids, pitch to the attendees and then the audience (community representatives and members of the public) vote for the winners. The initiative of devolving funding to community area boards in this way has been welcomed and valued by local communities, and has helped to support the development of home-grown community youth groups which offer a range of positive leisure-time activities for young people.

Future proposals for positive leisure-time activities for young people:

Four options for future delivery of positive leisure-time activities for young people have been identified. These are to reflect the changing world we live in and work in a more innovative way to meet the needs of young people, in the future. A new approach needs to respond to the modern lives of young people and should be shaped by their views, as well as meet the legal duties of the council. Future provision needs to align to the new community campuses and be sustainable to ensure that help, support and resource is provided to the young people who need it most.

The options are:

- a) Retain the current in-house service but reduce value.
- b) Outsource the service.
- c) Encourage and support staff to form a Public Service Mutual.
- d) Develop a community led approach.

A provisional recommendation has been made to develop a community led approach, subject to formal consultation with young people, internal staff and other key stakeholders to inform the decision making process. The need to consult and comply with internal human resource processes means that the implementation date for a new approach is likely to be between July and September 2014. This means the pro-rata saving for 2014/15 for the Integrated Youth Service would be between £360,000 and £250,000, and the £500,000 savings target would not be achieved in year one.

Each of the options has been evaluated by assessing their advantages and disadvantages, including an analysis of their equalities impact. Particular consideration has been given to the options in terms of their ability to support the principles of quality, sustainability, staff empowerment, voice of young people, localism, partnership working and the drivers for change and review of youth services.

There has also been a requirement that each option must demonstrate how the

council will continue to fulfil its statutory duty, section 507B of the Education Act 1996. This is to secure access to sufficient positive leisure-time activities for young people aged 13-19 (up to 24 for young people with a learning difficulty) which improve their well-being, and sufficient facilities for such activities.

These options have been presented within the following committee papers:

- Cabinet on 21st January 2014
- Cabinet Liaison on 24th June 2013, 30th September 2013, 9th December 2013 and 6th January 2014.
- Proposal relating to the future provision of positive activities for young people, 30th September 2013
- Briefing Paper – Options appraisal for financial savings during 2013/14 within the Integrated Youth Service Budget, 24th June 2013

In order to meet Section 149 of the Public Sector Equality Duty, the overarching equality analysis of options has been included in the Cabinet Liaison paper of the 9th December 2013 and the Cabinet Committee Paper presented on the 21st January 2014. The Cabinet Committee Paper (21/01/2014) also included this full Equality Impact Assessment as well as integrating equality impacts throughout the paper.

All papers have also been circulated within the Youth Services Project Management Group meetings overseeing the change programme.

The options are summarised below:

Option A – Retain the current in-house service but reduce value

The current Integrated Youth Service budget for youth work would be reduced to achieve the budget reduction, prompting a staff restructure, which would result in a significant reduction in staff posts. An internal restructuring option could be to develop four hubs covering North, South, East and West (with the option of an additional rural hub covering Mere and Tisbury). Each hub would be comprised of one full-time youth work team leader and two full-time youth development workers.

The hubs would take on a developmental role in the delivery of local positive leisure-time activities. This would involve enabling and supporting local voluntary/community sector clubs and projects (e.g. training, supervision etc). Hubs would continue to deliver some positive leisure-time activities provision targeted at vulnerable groups and would be ambassadors of good youth work practice. Voluntary/community sector youth groups would be invited to join local hubs and supported to meet specific quality standards. Members of the hubs would have access to a small fund to help cover basic running costs.

Strengths of this option are that it enables the current service to continue but on a reduced scale. To a degree it would retain the knowledge and skills of the existing workforce. However, the capacity of the service would be greatly reduced and making the required savings would prove very difficult, particularly when taking into account the terms and conditions of existing staff. It is likely that such a model would be

unsustainable in the longer term and it would prove to be a challenge to respond to any further reductions in income in the future.

Equalities Impact

The knowledge and understanding of the needs of the youth work team client base by current staff would continue with this model, thus ensuring a greater probability of meeting the different needs of young people and reducing the likelihood of discrimination or barriers to service.

The additional working with the community and voluntary sector may present an opportunity to engage with organisations who can provide specialist support and knowledge – and may potentially extend the connections with young people from ‘hard to hear’ groups who do not currently access any positive leisure-time activities.

There may be an impact on some young people living in the more rural areas of the county without good public transport links/access to a household car as hubs are created concentrating on the main urban areas of Wiltshire.

The human resources impacts on existing youth work team staff would be lower than the community led option outlined below but these would have to be carefully considered within any Equality Impact Assessment process.

Option B – Outsource the service

This option would involve developing a new service specification for the provision of positive leisure-time activities. This would be shaped by key stakeholders, including young people and would be based on the resources available. An open and competitive tendering exercise would be used to identify and select a preferred provider. However, there would be the option to select a number of providers to deliver in different parts of the county.

The contract(s) with the provider(s) would be managed by commissioners and there would be the option to use a payment by results finance model. As part of the contract the council could offer the provider free space within campuses or other suitable buildings.

Strengths of this option are that it would enhance the role of the voluntary, community and private sector in the provision of services and activities for young people. A contract commitment of at least three years may also bring some stability and continuity of service to young people and other stakeholders. Staff redundancies might also be minimised through transfer of undertakings (TUPE). Securing one overall provider to cover the whole county would be unlikely however, resulting in multiple contracts which could prove difficult to manage. New providers may also lack local knowledge and may not have the infrastructure in place to deliver provision to a satisfactory standard in rural areas, concentrating instead on urban towns.

Equalities Impact

It is difficult to determine the exact equalities impacts with this option as the range and

level of impacts would depend on the scope of the contract and the model of delivery that is applied.

There could be a reduction in service provision through the contract (due to funding constraints), which potentially could impact on the geographical reach of positive leisure-time activities impacting on those young people living in the more rural areas of the county and with poor public transport/lack of household access to a car.

The service specification would need to have clear performance outcomes relating to equality to be able to monitor take up, satisfaction and access to services by different protected characteristic groups.

A future contractor(s) would also have to consider its responsibilities under the Public Sector Equality Duty in relation to its workforce and this would also have to be monitored through the contract review/quality assurance process.

The human resources impact on existing youth work team staff would be lower than the community led approach described below but these would have to be carefully considered within any Equality Impact Assessment process.

Option C – Encourage and support staff to form a Public Service Mutual

A mutual is an organisation that has spun out of the public sector and continues to deliver a public service involving a high degree of employee control. It can take a range of forms such as for profit, not for profit, charity, social enterprise and community interest company. The Cabinet Office is advocating the development of mutuals at present and has established a Mutuals Information Service.

A service specification and contract would be developed between the council and the mutual, shaped by key stakeholders and managed by commissioners. Free space within campuses or other suitable buildings for youth activities could be made available to the new organisation. A payment by results funding system could be used where payments are made to the mutual based on the outcomes achieved.

Key strengths of this option are that it would empower existing staff to take ownership and respond to the key challenges. It would also retain the knowledge and skills of the existing workforce and help to minimise redundancies. However, strong commitment from staff would be needed, and it may prove difficult to provide the savings needed within the required timescales due to the complexities involved in establishing a new organisation. A new start up company may also be at risk of failure within its first year.

Equalities Impact

It is difficult to determine the exact equalities impacts with this option as the range and level of impacts would depend on the scope of the contract and the model of delivery that is applied.

The knowledge and understanding of the needs of the council's youth work team client base by current staff would continue into the mutual, thus ensuring a greater probability of meeting the different needs of young people and reducing the likelihood

of discrimination or barriers to service.

The numbers of existing youth work team staff affected by this proposal in terms of redundancy could be less than other options.

Any contract would need to fully reflect and monitor the application of the Public Sector Equality Duty for the council to be confident that the duty is being met.

Option D – Develop a community led approach

To empower communities via community area boards with funding from the council to develop and make available positive leisure-time activities within their local area. Under this model community areas would have an annual budget for positive activities, and would consult closely with young people (including via Youth Advisory Groups) to identify local needs and priorities and decide how this resource is best deployed. This approach would seek to build on the range of activities and partnerships that already operate at this level and would involve the council moving from being the service provider to an enabler role.

The budget for each community area could be set and distributed using the existing youth work or area board funding formula to ensure that resource is allocated fairly according to local need, taking into account factors such as population, deprivation and sparsity. Funding in the form of grants would create potential opportunities for individuals and small community led groups (including parents/carers) to set up new youth projects, as well as promote improved partnership working between existing youth activity providers. Volunteering opportunities for individuals and groups within communities may also be enhanced.

To enable community areas to take on this responsibility area boards would establish a specific sub group which would oversee the development and provision of positive leisure-time activities. This would facilitate the engagement of local voluntary/community sector groups and other key stakeholders, including young people and partner agencies such as the police, fire and rescue service. The group would be based on the model used for Community Area Transport Groups (CATGs) and could make recommendations to the area board, as appropriate. The group could also monitor local provision.

To support implementation, the area boards would be allocated professional help, advice and support (an enabling role) from Wiltshire Council employed community development youth advisers (new posts). These staff would work collaboratively with the voluntary and community sector to assist area boards in the provision of positive leisure-time activities which meet young people's needs. Staff would have a key focus on quality assurance, including a strong emphasis on safeguarding.

The council's sports development officers, who engage with sports clubs, community groups and area boards would also provide additional support where relevant, to sport and physical activity. The community development youth adviser posts would be reviewed while a community led approach and processes are embedded within local areas.

Taking into account the council's important role in safeguarding a quality mark scheme would be developed for community providers of positive leisure-time activities. This would be managed by the council with support from corporate procurement to administer an accredited list of approved providers which community areas would be advised to use locally.

It is important that young people are involved in decision-making about local provision. With a community led approach it is proposed that Youth Advisory Groups (YAGs) are coordinated differently, with several youth participation events or workshops taking place in each community area on an annual basis.

YAGs would be based on events that are currently used to engage members of the public in the Joint Strategic Assessment and would encourage young people from across the community to come together within a forum to discuss local issues and shape services and activities which affect them. It is suggested that in developing a community led approach young people would lead the transformation of YAGs, along with a significant contribution from the voluntary/community sector.

In moving toward a community led approach the council would strengthen safeguarding arrangements for the most vulnerable young people by re-investing resource into early help and targeted support provided by eight new full-time youth support worker posts. These staff would work closely with communities and would also coordinate the delivery of targeted positive leisure-time activities for young people with learning difficulties and disabilities.

As part of this model the council would continue to fund Sparksite, which provides information to young people about local opportunities and positive leisure-time activities. 'The Line' service would also continue to provide confidential information and support to young people via phone and online.

Strengths of this option are that it gives communities, and young people a much greater say on local provision, enabling them to develop innovative and community based approaches which respond to local needs. It also complements campus developments, and safeguarding for the most vulnerable young people would be strengthened through a stronger early help offer. The scheme however, is potentially complex to administer and there could be issues with ensuring a consistent minimum offer to young people across the county. Evidencing impact may also prove challenging and there would be staff redundancies.

Equalities Impact

Community area boards are an executive arm of the council and would need to comply with the Public Sector Equality Duty (PSED). There would need to be clear monitoring arrangements in place to ensure that the PSED is being met; any quality assurance framework would need to integrate equalities performance outcomes/criteria and these would need to be built into any review process. This would demonstrate what funding is being allocated to the range of opportunities being offered, take up and satisfaction of provision. It would also evidence the involvement and engagement of young people in the development of positive leisure-time activities by protected characteristic groups for example.

The model could potentially advance equality of opportunity and foster good relations due to the intergenerational elements – i.e. younger/older people and those from different backgrounds working together through the area board. In addition, the model presents an opportunity to ensure the views from a more diverse range of young people are heard in decisions that could affect them and be innovative in meeting the needs of more 'hard to hear'/vulnerable groups of young people.

Although this model would build on a current scheme of delegation of funding to area boards for youth projects, there needs to be consideration of the capability of the area boards to deliver this model, in particular their understanding around the consistency and practical application of the PSED to ensure equality of access and inclusion.

There would be significant human resources impacts in this proposal regarding the numbers of existing youth work team staff affected by possible redundancy. This would need to be fully projected and analysed through the Equality Impact Assessment process. When looking at the make-up of the current service in terms of gender, the workforce data collected suggests it is likely that redundancies would affect women more than men.

Consultation

A planned 10 week consultation on all four options will commence on 3rd February 2014 with young people and other relevant stakeholders, including the voluntary and community sector. Consultation with affected staff will take place on 31st January 2014. Consultation with young people will include targeting vulnerable groups e.g. those with a disability, BME young people (including those with EU heritage e.g. Polish, Lithuanian).

The Equality Impact Assessment will be updated with the consultation findings (consultation will close mid April)

In the cabinet paper of the 21st January 2014, it is proposed that cabinet receive an updated paper after the consultation period has ended. This paper would include the findings from the consultation in order to make an informed final decision on which option to pursue.

Regardless of which option is taken forward, there will be some impacts felt with the potential closure of Wiltshire Council owned buildings that are currently used to deliver positive leisure-time activities for your people and those outside of the scope of this review whilst each community area campus is developed (see section 2A below). This has wider implications for cabinet decisions around the funding of alternative meeting spaces for those groups affected (highlighted in Section 2A), specifically in ensuring that alternative spaces are accessible for young people with a disability.

Section 2A – People or communities that are currently **targeted or could be affected** by any change (please take note of the Protected Characteristics listed in the action table).

All young people living in Wiltshire aged between 13-19 years (please see section 3 for more detail about young people currently using services broken down by protected characteristic (where collected)).

For the period 1st April 2013 and 31st October 2013 the total number of young people that the council's youth work team came into contact with was 3687 individuals. This represents approximately 8% of the 13-19 population of Wiltshire.

It is important to note that if a community led approach is taken forward then the following provision would continue for young people:

- targeted positive-leisure time activities for young people with learning difficulties and disabilities
- targeted youth support and early help to young people in most need of support e.g. those who are vulnerable
- information about the local youth offer, including opportunities via Sparksite website and radio
- a confidential information and advice service for young people via the Line

Voice and influence work with vulnerable young people takes place via the Children in Care Council and Wiltshire Youth Disabled Group. This work will continue, however these groups currently use council buildings which are used for the provision of positive leisure-time activities for young people. A review of sufficient facilities on a community area basis is to be included with this review, to include plans for the development of community campuses. It will be important that any potential impacts on these young people is considered as part of the review process.

The Council's Voice and Influence Team will continue to consult with young people on the development and review of council services which affect them, which will include a focus on those with protected characteristics. In doing so the team will continue to support LGBT (Lesbian, Gay, Bisexual, Transgender) youth groups in the county e.g. BoB's, GoG's.

Section 2B – People who are **delivering** the policy or service that are targeted or could be affected (i.e. staff, commissioned organisations, contractors)

There are 50.3 FTE (full-time equivalent) Wiltshire Council staff who are currently employed by the Integrated Youth Service Youth Work Team who could be potentially affected by this review (this equates to 144 individuals).

The staff profile is shown below (YS = Integrated Youth Service Youth Work Team):

Sex (Male/Female)	number of employees	% of overall workforce *rounded up	Numbers Part-time (% in brackets)	Numbers Full-time (% in brackets)

Female	111	70	97 (87.3)	14 (12.6)
Male	48	30	39 (81.2)	9 (18.7)
Grand Total	159	100	136 (85.5)	23 (14.4)

Age	Numbers of under 25 (% in brackets)	Numbers aged 25-34 (% in brackets)	Numbers aged 35-44 (% in brackets)	Numbers aged 45-54 (% in brackets)	Numbers aged 55-64 (% in brackets)	Numbers aged 65+ (% in brackets)
Female	20 (18)	28 (25.2)	28(25.2)	22 (19.8)	13 (11.7)	0
Male	9 (18.7)	12 (25)	7(14.5)	12(25)	7(14.5)	1(2)
Grand Total	29 (36.7)	40 (50.2)	35 (39.2)	34 (44.8)	20 (26.2)	1 (2)

Disability	number of employees	% of overall workforce *rounded up	Numbers Part-time (% of overall YS workforce)	Numbers Full-time (% of overall YS workforce)
Disabled	4	2.5	2 (1.25)	2 (1.25)
not disabled	126	80	109 (68.5)	17 (11)
Unknown	29	18	25 (16)	4 (2.5)
Grand Total	159	100	136	23

Ethnicity	number of employees	% of overall workforce *rounded up	Numbers Part-time (% of overall YS workforce)	Numbers Full-time (% of overall YS workforce)
Asian Indian	1	0.6	1	0
Black/Black British Caribbean	3	2	2	1
Mix White & Black Caribbean	3	2	3	0
Other Black/Black British	3	2	1	2
Other White	9	6	9	0
Total BME (inc. Other White)	19	12	16 (10)	3 (2)
White British	128	81	108 (70)	20 (12.5)
Total White British	128	81	108 (70)	20 (12.5)
Unstated (not known)	12	8	11(7)	1(1)
Grand Totals	159	93	135	24

Overall figures for Part/Full-time employment		
	Part-time	Full-time
Numbers in overall workforce	136	23
% of overall workforce	85.5	14.4

Wiltshire Council work profile – as at 30th July 2013 (overall council averages)

Characteristic	Sub-categories	%	Unknowns %	
Disability	N/A	2.6	27.8	
Ethnicity	White British	79.6	15.3	
	White Irish/White Other	3.0		
	BME	2.1		
Male	N/A	30.4	N/A	
Female		69.6		
Age	Under 25	6.3		
	25-34	19.4		
	35-44	21.6		
	45-54	28.7		
	55-64	20.3		
	65+	3.7		
Part-time	N/A	44.2		N/A
Full-time		55.8		

Staff will be affected to a greater or lesser degree depending on which option is chosen.

Section 3 –The underpinning **evidence and data** used for the assessment (Attach documents where appropriate)

A. Detailed data about the young people who use current services:

There is some national data which argues that young people are disproportionately affected by reductions to public service expenditure as they have less access to disposable income, are greater users of public services (including transport) and unemployment is higher for young people than other groups within the community¹.

Although data from the youth work team within the Integrated Youth Service needs to be treated with caution due to possible under-recording by youth work staff, the latest figures show that approximately 8% of our 13-19 year olds are accessing council youth work provision. This equates to 3585 individuals covering the period 01/04/2013 to 30/09/2013.

¹ <http://www2.warwick.ac.uk/fac/soc/law/chrp/projects/spendingcuts/resources/database/reportsgroups/#Children>

Sex (Male/Female) (13-19 years)	Numbers worked with	% Worked with (as a % of the overall totals)	Wiltshire Census 2011 (%)	% individuals worked with compared to Census 2011
Female	1722	46.70	51	32
Male	1965	53.30	49	
Grand Total	3687	100	43,338	8.5

Disability (13-19 years)	Numbers	%	Census 2011: long term health condition or disability
Emotional behavioural difficulties	81	18	<p>*It is difficult to make comparisons with the Census 2011 data as detailed impairment categories (as listed in the far left column in this table) collected by the Integrated Youth Service youth work team information system (IYSS) were not collected as part of the Census 2011.</p> <p>Furthermore, the age bands collected by the Census do not allow analysis by the 13-19 age range (see table 1 below)</p>
Long standing medical condition	18	4	
Moderate learning difficulties	67	15	
Other special needs	24	5	
Physical disabilities	11	25	
Problems with communication	26	6	
Severe learning difficulties	33	7	
Specific learning difficulties	54	12	
Aspergers syndrome	5	1	
Autistic spectrum disorder	41	9	
Hearing impairment	4	*	
Mental health issues	8	2	
Mild Learning Difficulties – Cognitive and Learning	3	*	
Mild Learning Difficulties – Independence and Life Skills	1	*	
Mild Learning Difficulties – Numeracy and Literacy	3	*	
Mild Learning	5	1	

Difficulties – Understanding and Use of Language		
Problems with Behaviour – ADHD	12	3.5
Problems with Behaviour – Oppositional Behaviour	7	1.5
Problems with Hand Function	3	*
Problems with Mobility	3	*
Problems with Social Interaction	6	1
Sensory impairments	4	*
Severe Learning Difficulties – Cognitive and Learning	6	
Severe Learning Difficulties – Independence and Life Skills	4	1
Severe Learning Difficulties – Numeracy and Literacy	4	*
Severe Learning Difficulties – Understanding and Use of Language*	5	1
Specific Learning Difficulties – Cognitive and Learning	8	2
Specific Learning Difficulties – Independence and Life Skills	1	*
Grand Total	447	100

* = less than 1%

Table 1

Age by Disability [Download \(.xls\)](#)

Table population: All usual residents
Units: Persons

	Wiltshire			
	All categories: Long-term health problem or disability	Day-to-day activities limited a lot	Day-to-day activities limited a little	Day-to-day activities not limited
All categories: Age	470,981	31,408	43,836	395,737
Age 0 to 15	90,968	1,245	1,957	87,766
Age 16 to 49	201,682	5,925	9,753	186,004
Age 50 to 64	92,843	6,087	9,858	76,898
Age 65 and over	85,488	18,151	22,268	45,069

In order to protect against disclosure of personal information, records have been swapped between different geographic areas. Some counts will be affected, particularly small counts at the lowest geographies

Source: NOMIS

Ethnicity (13-19 years)	Numbers	% of overall total (n =3687)
Asian Indian	12	* due to small numbers only an overall % is given
Mixed White and Asian	5	
Other Asian	2	
Black/Black British Caribbean	7	
Other Black/Black British	2	
Mix White & Black/ Black Caribbean	17	
Other mixed background	10	
Chinese	1	
Gypsy/Roma	3	
Other	15	
Total BME	74	2
White British	3438	93
White Irish	5	*
Other White	26	*
Total White	3469	94
Prefer not to say/not known	144	4
Grand Total	3687	

NOTE: Again, it is difficult to compare the above with the Census 2011 because the age bands are different and analysis can only be done for the 12 – 18 years age range.

Census 2011: Numbers of dependent children by ethnic group of Household Reference Person (HRP) by 12-18 years: Wiltshire

Asian Indian	661
Black/Black British Caribbean	207
Mixed White and Black/Black Caribbean	98
Chinese	107
Gypsy/Roma	73

B. Service user data by geographical location and protected characteristic

For the period 1st April 2013 – 31st October 2013

By Wiltshire Council Youth Work Team Delivery Areas:

Youth Work Team delivery area	BME Total	BME %	Disability Total	Disability %	Female	Female %	Male	Male %
Bath - Downfield Farm	0	0.0	3	30.0	4	40.0	6	60.0
Amesbury	3	2.4	23	18.5	58	46.8	66	53.2
Bradford on Avon	6	3.2	10	5.3	72	38.3	115	61.2
Calne	1	3.1	1	3.1	5	15.6	27	84.4
Chippenham	12	7.7	14	9.0	28	17.9	128	82.1
Corsham	3	2.1	4	2.8	64	44.4	80	55.6
Court Mills (Trowbridge)	34	10.5	45	13.8	148	45.4	177	54.3
Cricklade	3	4.6	2	3.1	13	20.0	52	80.0
Devizes	37	7.6	66	13.5	221	45.3	267	54.7
Durrington	2	5.4	14	37.8	20	54.1	17	45.9
Ludgershall	5	10.9	3	6.5	12	26.1	34	73.9
Malmesbury	11	3.8	8	2.7	113	38.6	180	61.4
Marlborough	15	5.9	30	11.8	118	46.5	136	53.5
Melksham	13	5.3	18	7.4	118	48.4	125	51.2
Mere	10	9.3	11	10.2	47	43.5	61	56.5
Pewsey	18	5.8	24	7.8	149	48.4	159	51.6
Purton	4	2.6	3	2.0	106	70.2	45	29.8
Salisbury (Grosvenor)	22	14.2	9	5.8	38	24.5	117	75.5
Salisbury YDC	20	13.1	34	22.2	72	47.1	81	52.9
Tidworth	2	4.7	2	4.7	27	62.8	16	37.2
Tisbury	11	11.8	14	15.1	35	37.6	58	62.4
Warminster	15	8.1	20	10.8	77	41.4	109	58.6

Westbury	2	1.8	3	2.8	73	67.0	36	33.0
Wilton	6	11.3	5	9.4	22	41.5	31	58.5
Wootton Bassett	15	5.9	5	2.0	115	45.3	139	54.7
Total Unique Young People	250	6.6	334	8.8	1659	43.9	2116	56.0

In terms of Wiltshire's community areas it should be noted that:

- Durrington is part of the Amesbury Community Area
- Court Mills is part of Trowbridge Community Area
- Ludgershall is part of the Tidworth Community Area
- Purton, Cricklade are part of the Royal Wootton Bassett and Cricklade Community Area

C. Youth Groups

Sexual Orientation: Lesbian, Gay, Bisexual (LGB) – including Trans (T):

There are 3 LGB Young People's Groups in Wiltshire:

- BoB's Chippenham - 16 young people (5 male, 11 female with 2 BME young people)
- GoG's Trowbridge – 12 young people (6 male, 6 female and 1 BME young person)
- Devizes LGBT group – 5 young people (2 male, 3 female)

Looked After Children (not in scope for this review although there are possible implications in terms of the wider facilities review):

- Children in Care Council – 14 young people (3 male, 11 female)

Disability (not in scope for this review (if a community led approach is selected) although there are possible implications in terms of the wider facilities review):

- Wiltshire Youth Disabled Group – 12 young people (5 male, 7 female)

D. Wiltshire Council Youth Work Team staff (HR data):

Information on staff is recorded within our Payroll system and records the following:

Black and Minority Ethnic (BME)

Age

Sex (Male/Female)

Disability

Please see section 2B for a breakdown of the Youth Work Team workforce profile and Wiltshire Council's workforce profile averages to provide comparative data.

E. Consultation/Engagement data:

Please note: this section will be updated after the consultation starting on the 03rd February 2014 and concluding mid April 2014 as outlined in section 1. This would particularly evidence:

- numbers and types of organisations/groups taking part in engagement/consultation activity.
- numbers of young people involved for each engagement activity, broken down by protected characteristic.
- numbers of staff involved for each engagement activity, broken down by protected characteristic.
- consultation/engagement findings which can show, if relevant, any differences in responses by protected characteristic groups.
- any gaps in consultation data – those groups/individuals who have not been reached or involved in engagement/consultation activity, and any actions to be taken to target the ‘missing voices’.

The consultation strategies are attached in Appendix 1.

Targeted consultation and engagement activity will cover:

- Consultation with staff affected by these proposals.
- Consultation with young people in a variety of ways.
- Consultation with young people and their carers from specific protected characteristic/vulnerable groups using existing forums/groups as mentioned in this document - e.g. disability, LGBT and including looked after children.
- Consultation with the voluntary and community sector which provide activities and support for children, young people and families in Wiltshire (e.g. Wiltshire Children and Families Voluntary Sector Forum, Parent Carer Council) and organisations with a broader remit – e.g. the Compact Board, Develop.
- Consultation with members of community area boards.

User consultation outcomes to date:

The council has an effective and established system of engaging, involving and consulting with young people and with decision makers. This work is led by the Voice and Influence Team. This happens through a range of existing youth participation structures including Youth Advisory Groups, Wiltshire Assembly of Youth, Children in Care Council, Wiltshire Youth Disabled Group, and the UK Youth Parliament and school council's.

Feedback from previous consultation with young people

The council has carried out a number of consultation exercises with young people

over the last three years to ascertain their views on positive leisure-time activities. Several methods have been used to support young people's voice and influence, including focus groups and surveys.

Results from the Tomorrow's Voice survey perhaps provide the most extensive overview of young people's views. The survey involves consultation with local 11-18 year olds through classes in Wiltshire's secondary schools. There are usually two surveys per year with questions posed by the council, health, police and fire and rescue. Approximately half of the secondary schools are surveyed each time, with around 1,200 young people taking part. The information below is based on survey's undertaken in 2011 and 2012. Young people tell us:

- a) They are most satisfied with services provided by their local leisure centre, voluntary run youth groups and libraries.
- b) That most services they come into contact with help them to participate in fun activities and improve their physical fitness.
- c) They would prefer their youth club/centre to be within walking distance of their home; however 37 per cent of those who responded (Spring 2011) stated location didn't matter as they wouldn't attend anyway.
- d) That social space for young people is important.
- e) That the cost to attend a youth club should be as low as possible.

In 2011, the council undertook a specific consultation with young people on the development of an 11-19 years commissioning strategy. This mainly involved 13-19 year olds, many of whom were engaged in youth work. 746 young people from schools, community area young people issue groups, voluntary/community sector, Wiltshire Assembly of Youth, Children in Care Council and bridging projects contributed to a review of the council's development service for young people. These young people said:

- a) They wanted to have a greater influence about services which affect them.
- b) They would like to keep their local youth centre and would like campuses to include suitable space for them, designed by young people.
- c) That positive relationships with workers/adults are important and valued.
- d) That access to youth work and positive activities should be fully inclusive and free of charge.
- e) They would like help to do better at school/college and move into employment and training.
- f) They are still struggling with transport issues in some areas and want a local access point to services. It would be good to have youth activities in one place.

As part of the consultation young people were invited to consider four options for the future shape of the development service for young people; testing the market; local partnerships; local management and campus links; less buildings, more voluntary/community sector support. The majority of respondents favoured the local management and campus links option.

A pre-consultation event also took place on the 11-19 years commissioning strategy which invited young people to give their views on what's positive and what needs to change within their local community area. Young people were asked specifically

about their thoughts on positive leisure-time activities. They said:

- a) Sport and leisure is important.
- b) Informal education opportunities are beneficial.
- c) Community area young people's issue groups and access to the area boards for young people are valuable.
- d) Transport can be a major barrier to accessing positive leisure-time activities.
- e) Youth groups provided by the council and the voluntary/community sector are highly rated.

In addition to the above, the views of young people engaged in Youth Advisory Groups (YAGs) across the county were gathered in August 2013 at an event focused on reviewing progress and setting out a vision for YAGs, as well as identifying key issues in Wiltshire. A key message from those present was that they wanted their local YAG to have a greater say in shaping local services and activities for young people. Please also see Appendix 1 for the update in YAG activity up until December 2013

The above feedback from young people to date has been used to help inform the review of positive leisure-time activities for young people. For example, it has been used to support the case for a provisional recommendation to develop a community led approach on the basis that young people would have a greater influence over services and activities which affect them.

Staff consultation outcomes:

A consultation with those staff affected by the review and the options for future delivery as outlined in Section 1 will commence after Cabinet on the 21st January 2014 in accordance with HR policy and procedure. The analysis of the consultation will be included in updated versions of this Equality Impact Assessment from mid April onwards. Collective consultations with affected staff will take place on Friday 31st January 2014.

Wiltshire Council's Staff Survey 2012:

Looking at some of the relevant questions from the Staff Survey 2012, the results for the Children and Families services (this is the lowest organisational area that the results can be analysed by (i.e. this organisational area includes many different children and family service areas including the youth work team) tells us that:

- 39% of staff feel that Wiltshire Council does not manage change effectively.
- 64% of staff feel that the council does act on customer feedback.
- 85% of staff feel that their job makes a difference to the community.

The equality analysis on the staff survey 2012 for the general results (the aggregated data) tells us that there is just under a 7% negative difference in the responses that BME staff (31.9%) gave to their 'White British' (38.7%) counterparts in relation to the question about managing change effectively.

***Section 4 – Conclusions** drawn about the impact of the proposed change or new service/policy

This equality impact assessment is a working document. So far the assessment tells us that:

- a. There are potentially different negative and positive impacts (on staff and young people) for each option being proposed for the future provision of positive leisure-time activities for young people. Currently, each option details high level equality impacts; further equality analysis will need to be carried out once an option of future delivery has been confirmed.
- b. An equality analysis of the council's youth work team workforce profile tells us that whatever option is chosen, more women than men will be affected because women outnumber men by just over a 2:1 ratio (70 female/30% male split). Women are also more likely to be working part-time for the service and are on average, within the lower salary bands/pay scales.
- c. There is a higher % of BME staff working in the council's youth work team (12%) than the council average (5.1%). These figures include 'Other White' but not White British. If 'Other White' is removed from the BME workforce totals, this would still mean that the % of BME staff in the youth work team (6%) is significantly higher than the Wiltshire Council average (2.1%).
- d. Consideration needs to be given to those staff from a BME background in terms of the change management process given the differences in results within the 2012 Staff Survey (see section E within Section 3 on page 20).
- e. The % of council youth work team disabled staff is roughly in line with the council average of 2.5%. Although numbers are small, it will be essential to ensure that the process of staff consultation is open and as accessible as possible, exploring ways that staff can confidentially declare individual access needs (see points g and h).
- f. There is currently no workforce data around those staff who are carers, those from and LGBT background or other relevant protected characteristic groups, and consideration needs to be given to identifying and capturing any particular equality impacts for employees identifying themselves from those additional backgrounds through the staff consultation process.
- g. Consideration should also be given to using the council's Staff (equality) Forums (e.g. Disability, Carers, LGBT, BME) to engage employees who may work in the council's youth work team and/or have particular protected characteristics to support this process and identify any particular equality impacts. This will partly be done through the planned HR Equality Analysis Panel taking place on the 26th February 2014 where chairs from each Wiltshire Council Staff Forum are invited.
- h. There is a high percentage of 'unknowns' in the workforce data – where staff have chosen not to declare their BME background or disability status (8% and 18%

respectively).

- i. Particular note should be given during the consultation and decision making processes to the higher than average levels of BME children and young people accessing services in Salisbury, Devizes and Trowbridge. Similarly for disabled children and young people in Trowbridge, Devizes, Salisbury and Marlborough. This should be referenced with the latest Census 2011 data which provides a good understanding of the general BME and disability (limiting long term illness) population in Wiltshire. This should also identify gaps in feedback (under-representation in respondents) received from particular protected characteristic groups (young people, parents, carers) during the stakeholder consultation process.
- j. There needs to be a greater understanding of the impact on the review of facilities as part of this project on particular youth groups (e.g. the Bridging Project).
- k. Regardless of which option is pursued, there is a need to ensure wherever possible that appropriate facilities for the Bridging Projects is secured given the feedback from parents of disabled young people as part of the targeted consultation with parents/carers during the consultation carried out in 2011.
- l. There is an opportunity during the consultation period to target engagement activity with those who are currently under-represented in accessing positive leisure-time activities currently provided by the council's youth work team (e.g. BME young people, young women/girls) and appropriate methodologies need to be built into the consultation/engagement strategy and approaches.
- m. The consultation period that is commencing in February 2014 needs to be carried out in a way that is accessible, inclusive and reaches as wide a group of people (staff, young people, stakeholders) as possible. There needs to be a plan to collect robust equalities monitoring data as part of the consultation/engagement exercise so that the results can be analysed in a way that shows whether there are any differences in responses and whether any gaps in data exist. If gaps in data exist, there has to be consideration given to how those gaps can be filled, and whether it is reasonable and proportionate to do so.
- n. There are opportunities in whatever option is chosen to advance equality of opportunity and promote good relations between different protected characteristic groups (e.g. bringing older/younger people together, people from a wide variety of backgrounds etc) and these will be identified as the Impact Assessment is developed over the course of the project/review.
- o. This impact assessment will be updated accordingly with the consultation outcomes and these will form that backbone of the equality considerations decision-makers will need to have in order to make an informed decision based on robust evidence (thus paying 'due regard' to the Public Sector Equality Duty).

***Section 5 – How will this Impact Assessment be monitored and reviewed?**

The Impact Assessment will be reviewed at regular intervals by the Youth Services Project Management Group and will be a stand-alone rolling agenda item at all meetings.







For all Cabinet/Committee and Corporate Leadership Team (CLT) meetings, a full copy of the most current Equality Impact Assessment will be attached and used as part of the discussions with decision-makers

The Equality Impact Assessment document is a working document which will be added/amended to at various stages of the review project. Each version will be version controlled to demonstrate the development in the process and evidence the due regard to the Public Sector Equality Duty.

***Copy and paste sections 4 & 5 into any Committee, CLT or Briefing papers as a way of summarising the equality impacts where indicated**

Completed by:	Jane Graham, James Fortune, Damian Haasjes, Kevin Sweeney, Steve Milton, Sukdave Ghuman, Andrew Boynton, Zandra Letts
Date	13 th January 2014
Signed off by:	Terence Herbert – Associate Director Councillor Allison Bucknell - Portfolio Holder for Staffing Equalities, Customer Care and Systems Thinking
Date	13 th January 2014
Compliance sign off Date	13 th January (Sukdave Ghuman, Legal Services)
To be reviewed by: (officer name)	Jane Graham, James Fortune, Damian Haasjes, Kevin Sweeney, Steve Milton, Sukdave Ghuman, Andrew Boynton, Zandra Letts
Review date:	Mid April (post stakeholder and staff consultation)
Published on internet date:	

APPENDIX 1 - Reference documents:

Type	Title	Date	Document
Consultation outcome reports	13-19 Commissioning Strategy Consultation	August 2011	 13-19 Commissioning Strat
	Tomorrow's Voice	Spring 2011	 Tomorrow's Voice 2011
	Tomorrow's Voice	Spring 2012	 Tomorrow's Voice 2012
	What we know from young people – summary of consultation outcomes	2011-2013	 What we know from young people
	YAG Activity update	Dec 2013	 YAG update
Consultation strategies relevant to the service review	Review of positive leisure-time activities for young people Consultation Strategy (voluntary and community sector)	Jan 2014	
	Review of positive leisure-time activities for young people Consultation Strategy (children, young people and families)	Jan 2014	
	Consultation strategy for all Integrated Youth Service youth work staff affected	Jan 2014	
Members of Youth Services Project Management Group		Jan 2014	 Project Board Membership Jan 2014

This assessment should be undertaken on the inherent risk i.e. that which exists as a result of the proposal, before any mitigations and then on the residual risk i.e the risk that remains once mitigations have been taken into account

Impact Criteria	Low 1	Medium 2	High 3	Very High 4
Legal	Complaint/initial challenge may easily be resolved	Internal investigation following a number of complaints or challenges	Ombudsman complaint following unresolved complaints or challenges	Risk of high level challenge resulting in Judicial Review
Financial	Little or no additional financial implication as a result of this decision or proposal	Medium level implication with internal legal costs and internal resources	High financial impact - External legal advice and internal resources	Severe financial impact - legal costs and internal resources
People	No or Low or level of impact on isolation, quality of life, achievement, access to services. Unlikely to result in harm or injury. Mitigating actions are sufficient	Significant quality of life issues i.e. Achievement, access to services. Minor to significant levels of harm, injury. mistreatment or abuse OR, low level of impact that is possible or likely to occur with over 500 people potentially affected	Serious Quality of Life issues i.e. Where isolation increases or vulnerability is greatly affected as a result. Injury and/or serious mistreatment or abuse of an individual for whom the Council has a responsibility OR, a medium level of impact that is likely to occur with over 500 people potentially affected	Death of an individual for whom the Council has a responsibility or serious mistreatment or abuse resulting in criminal charges OR High level of impact that is likely to occur, with potentially over 500 people potentially affected
Reputation	Little or no impact outside of the Council	Some negative local media reporting	Significant to high levels of negative front page reports/editorial comment in	National attention and media coverage

Calculating the Equalities Risk Score

You will need to calculate a risk score twice:

1. On the inherent risk of the proposal itself (without taking into account any mitigating actions you may identify at the end of the EIA process)
2. On the risk that remains (the residual risk) after mitigating actions have been identified

This is necessary at both points to firstly, identify whether an EIA needs to be completed for the proposal and secondly, to understand what risk would be left if the actions identified to mitigate against any adverse impact are implemented

To get the current risk rating the risk **for each criteria** is scored from 1 to 4 for Likelihood and Impact and multiplied together to give a risk score.

Likelihood x **Impact** = **Risk Score** which establishes the level of risk:

Red = High Risk (Score 12 – 16). **An Equality Impact Assessment must be completed.** Significant risks which are unacceptable; reduce the likelihood and/or impact through control measures.

Amber = Medium Risk (Score 6 – 9). **An Equality Impact Assessment must be completed.** Manageable risks, controls to be put in place; managers should consider the cost of implementing controls against the benefit in the reduction of risk exposure.

Green = Low Risk (Score 1 – 4) **An Equality Impact Assessment must be completed only when the risk score is 3 or 4.** Negligible risks - to be considered and monitored as costs may outweigh benefits.

		Acceptable		Unacceptable	
Impact	Critical (4)	4	8	12 Significant Risk	16 Significant Risk
	Substantial (3)	3	6	9	12 Significant Risk
	Moderate (2)	2	4	6	8
	Low (1)	1	2	3	4
		Very Unlikely (1)	Unlikely (2)	Likely (3)	Very Likely (4)
Likelihood of occurrence					

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Wiltshire Council's Housing Board

Minutes

Venue: Bowman Centre, Archers Gate, Shears Drive, Amesbury, Wiltshire, SP4 7XG
Start Time: 2.00pm
Finish Time: 4.30pm
Date: Monday 27 January 2014

Attendees

RCL Councillor Richard Clewer, Chairman, Wiltshire Council's Housing Board (WCHB)
AB Miss Angela Britten, WCHB Tenant Member
RCH Mr Robert Chapman, WCHB Independent Member
CC Ms Cindy Creasy, WCHB Independent Member
JE Mrs Jacqui Evans, WCHB Independent Member
LL Mrs Lorraine Le-Gate, WCHB Tenant Member
EP Miss Emma Powell, WCHB Tenant Member
IT Councillor Ian Tomes, WCHB Councillor Member
FW Councillor Fred Westmoreland, WCHB Councillor Member

JC Mr James Cawley, Associate Director
DH Mr Dave Hellier, Interim Head of Asset Management
SR Ms Sandra Royer, Interim Head of Business and Tenancy Services
SM Mr Stephen Macdonald, Shared Services Principal Accountant
IS Mr Ian Seeckts, Governance and Scrutiny Officer

Guests

- JP Mr Julian Paine, Regional Director (Wiltshire), Aster Communities
JS Ms Jo Savage, Group Services Director, Aster Group
JT Mr John Todman, Chairman, Wiltshire Council's Tenants Panel (WCTP)

Apologies

None.

Prior to the meeting, WCHB members and staff engaged in a walk-about around Wiltshire Council housing stock in Amesbury.

The meeting commenced at 2.00pm.

Welcome, housekeeping and apologies

Attendees were welcomed to the meeting. There were no apologies. Members were requested to provide their comments regarding the walk-about.

Presentation – The Role of Aster's Board and the Role of Board Members

JP and JS gave a presentation on the above topic.

Minutes

The minutes of the meeting held on Tuesday 17 December 2013 were presented to board members.

Resolved and Actions:

- 1. Minutes were approved as correct.**

No further action.

Matters Arising

Some elements of future meetings may be open to the public, although when confidential information is being discussed, these elements of the meetings will be held privately. It was proposed that an 'open session' be held at the start of future meetings.

Resolved and Actions:

- 1. WCHB approved the introduction of 'open sessions' at the start of meetings.**

Presentation – The Role of the Tenants Panel and Board Support

JT gave a presentation on the above topic. Document was not issued in advance, but at the meeting. JT issued a new version of his presentation to WCHB. Presentation was seen as an inefficient use of time and the content was not particularly relevant.

Presentation – Housing Revenue Account (HRA) Business Plan and our Response to the Decent Homes Standard

and

Maintenance Performance of Contractors

The Chairman brought these items together. SR, DH and SM gave a presentation on the above. There was particular emphasis on the stock condition survey, level of resource (monies) available, the impact of 'Right to Buy' and the ability of contractors to deliver.

Resolved and Actions:

- 1. Draft Business Plan is to be presented to WCHB.**
JC/DH/SR/SM: produce/present this to WCHB. Deadline: 14/03/14.
- 2. Graph to be sent to all members of WCHB (detail spending on repairs, modernisation and staffing).**
JC: produce/send graph. Deadline: 14/02/14.
- 3. Benchmarking information, specifically the cost spend per property, along with comparisons to other organisations, for example, Aster, is to be supplied to the board.**
DH/SR: produce report. Deadline: 14/03/14.
- 4. Impact of using monies specifically on property extensions is to be presented to WCHB.**
DH: produce report. Deadline: 14/03/14.
- 5. Asset Management Strategy is to be provided to WCHB.**
DH: produce/present this to WCHB. Deadline: 14/03/14.

Rent and Service Charge Increase for 2014/15

SM discussed his report. There was a focus on projected income, the end of the Rent Restructuring programme, the model changing from using the Retail Price Index (RPI) to the Consumer Price Index (CPI) and charges having been frozen for a number of years.

Resolved and Actions:

1. **Rents to be increased by 3.7%.**

Increase already determined and passed to Cabinet; no further action.

2. **Service charges to be increased by 3.7%.**

Increase already determined and passed to Cabinet; no further action.

3. **Garage rents to be increased by 2%.**

Increase already determined and passed to Cabinet; no further action.

Key KPIs for Housing

SR discussed her report. There was a focus on the lack of Key Performance Indicators (KPIs), the robustness of KPIs which were currently in place, the stock condition survey and the use of a workshop session to address these matters.

Resolved and Actions:

1. **Rent Arrears Report to be submitted to WCHB.**

SR: produce report. Deadline: 14/03/14.

2. **Confirmation needed of whether the figures relate to residents or respondents.**

SR: provide confirmation/clarification. Deadline: 14/02/14.

3. **WCHB to set realistic targets alongside a 'stretching' or 'aspiration' target, which will be done through a workshop session.**

JC/SR/DH: organise workshop session; SR to attend. Deadline: 28/2/14.

Council House Building Programme

JC discussed his report. There was a focus on the waiting list, welfare reform, changing customer needs, section 106 requirements, planning, differences between 'social' and 'affordable' housing, the availability of land and Wiltshire Council's borrowing capacity.

Resolved and Actions:

1. **Paper to be presented to WCHB regarding HRA land and Wiltshire Council land (including reference to the £2 million programme and also a supporting Options Paper).**

JC/DH/SR: produce report. Deadline: 14/03/14.

2. **Report addressing the 'Right to Buy' rules when the property is a new build.**

JC/DH/SR: produce report. Deadline: 14/03/14.

3. **WCHB to be provided with meeting dates for the next 18 months.**

IS: email dates to WCHB members. Deadline: 07/02/14.

How to Report a Repair

and

Matters for Information: Housing Matters, Policy and Procedure Review, and Tenant Participation Review

These items were not covered, due to the meeting over running.

Resolved and Actions:

1. **Report on the outcome of the Tenant Participation Review is to be provided.**

SR: produce report. Deadline: 14/03/14.

The meeting closed shortly before 4.30pm.

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