



## Equality Assessment Impact of Redesign on Service Users

Service area:	Standards and Improvement
Name of service being reorganised:	Standards and Improvement
Officer leading on assessment:	Henry Kilpin, Senior Policy Analyst
Other staff involved:	Ian Dodds, Director of Standards and Improvement, Suzanne Payne, Head of Strategy and Programmes

### 1. Summarise details of proposed redesign

*Provide details of the proposed redesign. Include information about the previous structure and the new proposed structure.*

The Standards and Improvement service is being established to support the delivery of integrated frontline services in Achieving for Children. The service will ensure strong and strategic business planning to ensure the new organisation is responsive to the requirements of the commissioning Councils and to new market opportunities. It will also drive continuous improvement through sound performance management, programme support, workforce development, partnership development and quality assurance. The service will also provide Achieving for Children's independent review and safeguarding functions. The service will be led by the Director of Standards and Improvement who will oversee seven business units.

The **Business Systems** business unit will be responsible for ensuring that technology is used effectively across the organisation to maintain service effectiveness and ensure business processes are efficient and streamlined and support the delivery of high quality children's services. The team will provide advice on technological innovations, ICT solutions and information governance issues. It will manage the contract for ICT infrastructure and provide applications support, as well as leading on the integration and development of business systems.

The **Performance** business unit will be responsible for collecting and analysing performance data and other information, and for turning this into business intelligence. It will be responsible for providing service managers with the performance information they need to manage their services effectively and deliver improvement. It will also prepare and collate statutory and compliance data in line with the commissioning Councils' performance management framework.

The **Quality Assurance and Review** business unit will be responsible for providing assurance on the quality of children's services through a programme of casework and themed audits in line with the organisation's quality assurance framework. The unit will also provide the independent safeguarding functions for Achieving for Children including the Child Protection Conference service, Independent Reviewing Officer service and the Local Authority Designated Officer.

The **Strategy and Programmes** business unit will coordinate Achieving for Children's organisational strategy, business planning and policy framework. It will lead on the approach to programme management and on the re-design of services to ensure organisational effectiveness, efficiency and productivity.

The **Workforce Development** business unit will coordinate the organisation's learning and professional development offer to ensure that the workforce develops the skills and abilities necessary to improve and sustain outcomes for children, young people and their families. The team will also coordinate learning and development opportunities for the wider children's workforce to support integrated and multi-agency working. It will also lead on organisational development, such as talent management programmes, in liaison with the Achieving for Children's HR provider.

The **Partnerships and Business Development** business unit will ensure that Achieving for Children develops effective strategic partnerships and will manage the relationship with the commissioning Councils. The unit will also lead on marketing, communications, commissioning and on the identification and development of new business opportunities.

The **LSCB Support** business unit will provide the professional advice and business support required for the effective operation of the Local Safeguarding Children Boards in Kingston upon Thames and Richmond upon Thames. In addition, the management team for the Standards and Improvement service will include the post of Principal Social Worker.

## 2. Reasons for redesign

*Set out the rationale for the redesign.*

The decision to implement a joint children's service for the Royal Borough Kingston upon Thames and the London Borough of Richmond was taken at the People's Services Committee in Kingston in November 2012 and at Richmond Council's Cabinet in December 2012. In January 2013, the joint Director of Children's Services and a joint strategic senior management team were appointed. A transformation programme has also progressed to integrate services across the two local authorities in preparation for the transfer of services to Achieving for Children on 1 April 2014.

The new service has been designed to meet the current and future needs of Achieving for Children as a new organisation delivering services for the two founding Councils but also responsive to new opportunities in the market. The service structure is intended to be flexible with inter-linked business units which will be located close to the frontline and locality teams and cross-managed to ensure that information is gathered across the organisation and used to create the business intelligence necessary to ensure with statutory requirements, provide assurance on the quality and effectiveness of services, and drive continual improvement.

The proposed structure for the new Standards and Improvement service will bring together existing services managed within the Education and Children's Services directorates in the Royal Borough of Kingston upon Thames and the London Borough of Richmond upon Thames. It will also include some employees from corporate teams where it has been agreed that those services will transfer to Achieving for Children as a commissioned organisation. The proposed structure responds to the need for Achieving for Children to make efficiency savings, based on the knowledge that the two commissioning Councils must make significant budget reductions. It is anticipated that the new team will deliver the required efficiency savings through the development of an integrated and flexible service structure clearly aligned to the business needs of the new organisation.

## 3. What data collection and consultation have you undertaken?

*What data and information have you used to complete this equality assessment? What consultation have you carried out with service users to gather their views? How has this fed into the equality assessment?*

The following arrangements were in place during the consultation period so that employees could clarify information and share their views:

- A meeting with trade union representatives
- Service-wide meetings to which all employees in scope will be invited
- A one-to-one meeting with any employee on request

There was also the option for any employee to provide their views in writing at any stage during the consultation process.

Comments received by staff during the consultation were used to shape the final proposals. As a result of the comments, amendments were made to the senior management structure, job titles and job profiles.

#### 4. Assess the impact of the redesign on service users with regard to each of the protected characteristic groups:

*Summarise the main issues identified with the redesign in relation to service users and the evidence for this under the protected characteristic that is affected e.g. age, disability, etc. For example, re-locating a service could lead to accessibility issues.*

*Consider whether any differences are justified (e.g. are there legislative or other constraints)? If they are, explain in what way.*

*If there is no evidence or feedback received for a particular strand, note this and move on.*

*In addition to identifying any problems or issues with the redesign, try to identify ways in which the changes will lead to positive impacts for protected characteristic groups.*

The new Standards and Improvement Service will mainly provide services internally i.e. for other staff in AfC. As such, in most areas there will be no impact on service users as a result of the redesign.

However, as part of their role, the Child Protection Chairs will come into contact with children who are subject to a Child Protection Plan (CPP) and the Independent Reviewing Officers (IROs) will come into contact with Looked After Children (LAC). The current level of service being delivered in both boroughs by the Child Protection Chairs and IROs will continue as is so there will be no negative impact on these service users. Available data has been provided in the table below in relation to both children with a CPP and LAC to give some context.

Wherever possible, the service also will seek to engage with children, young people and families, for example as part of the development of a new policy or strategy, and will encourage other services to do likewise.

<i>Protected Group</i>	<i>Findings</i>
<i>Age (Number of pupils)</i>	<p><b>CHILDREN WITH A CHILD PROTECTION PLAN</b></p> <p><b>Kingston</b></p> <p>In March 2013 in Kingston, there were 162 children who were subject to a Child Protection Plan. Of these:</p> <ul style="list-style-type: none"> <li>• 45.1% were aged 0 to five years;</li> <li>• 31.5% were aged six to 11 years; and</li> <li>• 23.5% were aged 12 to 16 years.</li> </ul> <p><b>Richmond</b></p> <p>In March 2013 in Richmond there were 70 children who were subject to a Child Protection Plan. Of these:</p>

	<ul style="list-style-type: none"> <li>• 44.8% were aged 0 to five years old;</li> <li>• 37.9% were aged six to 11 years old; and</li> <li>• 17.2% were aged 12 to 16 years.</li> </ul> <p><b>LOOKED AFTER CHILDREN</b></p> <p><b>Kingston</b></p> <p>Of the 117 Looked After Children in Kingston as of 25 March 2014:</p> <ul style="list-style-type: none"> <li>• 5% were under one;</li> <li>• 13% were aged one to four;</li> <li>• 16% were aged five to nine;</li> <li>• 34% were aged ten to 15; and</li> <li>• 32% were aged 16 +.</li> </ul> <p><b>Richmond</b></p> <p>Of the 85 Looked After Children in Richmond at the end of March 2014:</p> <ul style="list-style-type: none"> <li>• 5.9% were under one;</li> <li>• 12.9% were aged one to four;</li> <li>• 11.8% were aged five to nine;</li> <li>• 38.8% were aged ten to 15; and</li> <li>• 30.6% were aged 16 +.</li> </ul>
<i>Disability</i>	N/A
<i>Gender (sex)</i>	<p><b>CHILDREN WITH A CHILD PROTECTION PLAN</b></p> <p><b>Kingston</b></p> <p>In 2012/13 in Kingston, of the 163 children with a Child Protection Plan, 46.0% were male and 54.0% were female.</p> <p><b>Richmond</b></p> <p>In 2012/13 in Richmond, of the 69 children with a Child Protection Plan, 42.0% were male and 56.6% are female. 1.4% were either unborn or their gender was not recorded.</p> <p><b>LOOKED AFTER CHILDREN</b></p> <p><b>Kingston</b></p> <p>Of the 117 Looked After Children in Kingston as of 25 March 2014, 62% were male and 38% were female.</p> <p><b>Richmond</b></p> <p>Of the 85 Looked After Children in Richmond as of the end of</p>

	March 2014, 48.2% were male and 51.8% were female.
<i>Gender reassignment</i>	N/A
<i>Marriage and civil partnership</i>	N/A
<i>Pregnancy and maternity</i>	N/A
<i>Race/ ethnicity</i>	<p><b>CHILDREN WITH A CHILD PROTECTION PLAN</b></p> <p><b>Kingston</b></p> <p>In 2012/13 in Kingston, of the 163 children with a Child Protection Plan:</p> <ul style="list-style-type: none"> <li>• 60.1% were White (all White groups);</li> <li>• 15.3% were of mixed ethnicity (White and Black Caribbean, White and Black African, White and Asian, Any Other Mixed Background);</li> <li>• 11.7% were Asian (Indian, Pakistani, Bangladeshi, Any Other Asian Background);</li> <li>• 3.1% were Black (Black Caribbean, Black African, Any Other Black Background);</li> <li>• 9.2% were from any other ethnic group; and</li> <li>• 0.6% did not had their ethnicity confirmed yet or have refused to provide it.</li> </ul> <p><b>Richmond</b></p> <p>In 2012/13 in Richmond, of the 69 children subject to a Child Protection Plan:</p> <ul style="list-style-type: none"> <li>• 73.9% were White;</li> <li>• 5.8% were of mixed ethnicity;</li> <li>• 5.8% were Asian;</li> <li>• 7.2% were Black or Black British;</li> <li>• 2.9% were from any Other Ethnic Group;</li> <li>• 1.4% were unborn; and</li> <li>• 2.9% did not have their ethnicity recorded.</li> </ul> <p><b>LOOKED AFTER CHILDREN</b></p> <p><b>Kingston</b></p> <p>Of the 117 Looked After Children in Kingston as of 25 March 2014:</p> <ul style="list-style-type: none"> <li>• 55% were White;</li> <li>• 16% were of mixed ethnicity;</li> <li>• 4% were Asian or Asian British;</li> <li>• 18% were Black or Black British;</li> <li>• 6% were from other ethnic groups; and</li> </ul>

	<ul style="list-style-type: none"> <li>1% did not have their ethnicity confirmed yet or have refused to provide it.</li> </ul> <p><b>Richmond</b></p> <p>Of the 85 Looked After Children in Richmond as of the end of March 2014:</p> <ul style="list-style-type: none"> <li>70.6% were White;</li> <li>18.8% were of mixed ethnicity;</li> <li>8.2% were Asian; and</li> <li>2.4% were Black or Black British.</li> </ul>
<i>Religion and belief including non-belief</i>	N/A
<i>Sexual Orientation</i>	N/A

#### 5. What issues have you identified that require action?

*Summarise the issues identified in the equality assessment and the actions that will be taken to address these in the table below, for example, making reasonable adjustments to improve accessibility.*

*The action plan should be drawn up in conjunction with the Directorate Lead Manager for the redesign. Once the equality assessment has been signed off then the actions should be transferred into the relevant Service Plans to ensure that they are followed through and progress monitored.*

<b>Issue identified</b>	<b>Planned action</b>	<b>Lead officer</b>	<b>Completion Date</b>
No issues have been identified.			

#### 6. When completed, the equality assessment should be approved by a member of AfC Management Team

<b>Approved by</b>	AfC Equalities Working Group
<b>Date of approval:</b>	April 2014
<b>Date of publication:</b>	June 2014