



Equality Assessment Impact of Redesign on Service Users

Service area:	Protection and Early Help
Name of service being reorganised:	Family Support Service
Officer leading on assessment:	Dean Woodward, Strategic Lead of Family Support Services
Other staff involved:	Henry Kilpin, Planning and Partnerships Officer

1. Summarise details of proposed redesign

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

Both the Royal Borough of Kingston upon Thames and the London Borough of Richmond upon Thames currently have separate Family Support Services. The aim of these services is to improve the welfare and aspirations of children, young people and their families. Their work encompasses a number of areas including: embedding the Common Assessment Framework, Hidden Harm, integrated working, Parenting programs, and the Troubled Families programme.

The proposals are to bring these services together into a joint Family Support Services across both boroughs.

The transition to the new joint Family Support Services will involve:

- Locating management of the new shared service/structure under the Strategic Head of Family Support Services within the Protection and Early Help Division.
- Delivery of efficiencies, providing a single Family Support Service Management Team across two geographical areas of delivery, with a clear focus on leadership and management of effective integration in service delivery.
- Creating two Service manager posts, one having a strategic lead function, to ensure clear lines of accountability and decision making within the Service. It is proposed to allocate a mixed portfolio to each Service Manager, instead of a geographical role to promote the integration of teams and to ensure robust and consistent management oversight.
- Creating a well-qualified Service to provide progression and specialism including the effective team management of high risk cases and consistent coordination of assessment and intervention.
- Embedding posts to develop more effective approaches for alternatives to accommodation and maximizing the mobilization of interventions, e.g. Family Group Conferences, Multisystemic Therapy, etc.
- Creating case officer roles that will act as lead professionals on a mixed case load subject to an agreed allocation process, whilst building on areas of knowledge and experience.
- Consolidation of business processes and coordination of Auditing and Quality Assurance alongside Ofsted recommendations and the Department Performance Framework.
- Aligning strategic ambitions for children, young people and their families with existing arrangements within each borough.
- Strengthening the quality of interventions, personalized support and transition

through integrating delivery into the joined service structure.

The new joint service will consist of a number of teams. These are:

Family Support Team (FST)

The Family Support Team is a non- statutory team that supports children and families. The focus is heavily on early intervention and prevention; this is achieved by the Family Support Workers completing a Common Assessment Framework (CAF) with families and children (0-11) to identify unmet needs that require multi-agency support.

The Family Support Workers co-ordinate regular Team Around The Child (TAC) meetings with the child, their families and other professionals to ensure that the child/family needs remain are well supported by involved agencies, where the FSW's are frequently the lead professional.

The Family Support Team works closely with agencies and partners such as the Children's Centres, Health and Schools to deliver their interventions. The Family Support Team aim to identify families early, implement appropriate levels of support using the CAF model before they escalate and reach crisis point, therefore preventing the need for referral to Children's Social Care Services.

All agencies, professionals and families need to be able to refer to this team via SPA (Single Point of Access) in both Boroughs.

Targeted Youth Support (TYS)

The Targeted Youth Support Team is a non-statutory service that works with young people ages 11- 18 and their families. The team works alongside secondary schools, housing, CAMHS, YOT, Youth Services, Probation and other agencies to provide assessment, targeted intervention and prevention work.

The service is aimed at young people who:

- Are at risk of becoming 'looked after' by the local authority or at risk of homelessness.
- Who are at risk of becoming involved in criminal or anti- social behaviour.
- Are at risk of school exclusion.
- Are 16-19 years old and are NEET and/or seeking information Advice and Guidance with regards to employment, education and training.

The Targeted Youth Support Team uses the CAF to identify the needs of the young person and their family and includes involved agencies to design a support plan to help the family. Regular Team Around the Child (TAC) meetings help to keep the young person, family and agencies focused on the desired outcomes and identify any other emerging needs.

The Targeted Youth Support Team also needs to provide information and advice with regards to education, employment and training to young people up to the age of 19 who are NEET (not in employment, education, or training) or at risk of becoming NEET, to have a good understanding of developments in regard to Raising the Participation age (RPA) as well as having the skills to fulfill our responsibility to homeless young people under the Southwark Judgment.

Strengthening Families Team

These teams need to be able to work with some of the most complex and high need families within the borough but will be focused fully on the response required to address the Troubled Families agenda. This focuses on:

- Worklessness- dependency on state benefits.
- Youth Crime and anti-social behaviour.
- Persistent/absence/poor school attendance.

This team will understand that these families create a high expenditure on local and national services due to inter-generational issues and inability to sustain change. The team will work in a targeted and phased way to support a family's capacity for change, to embed and sustain changes within the family by dealing with the cause of the problem rather than the symptoms. The children and young People in a 'troubled family' household will range from 0-18 years of age. The team can complement care plans led by professionals in other teams if a family meets the 'Troubled Family criteria but would be placed within the Cluster/Quindrat teams and to be able to respond to the identified Troubled Families within their cluster.

It is considered that the approach to the challenge for the team maybe best achieved through the integration of a joint service across the two boroughs. This would ensure joined up practices, offer economies of scale in regard to efficiency, allow improved reach for the service and strengthen the workforce through the increasing skills, experience and knowledge.

The Strengthening Families Team would need to be able to work with the 415 Troubled Families over the life of the Troubled Families programme and need to work closely in engaging multi-disciplinary support for the interventions they undertake.

Task Team

The TASK team will need to be able to respond to 3 main areas:

- Mental Health concerns (e.g. Eating Disorder/Self harm) in Adolescents.
- Risk of Family Breakdown where there are adolescents on the edge of care.
- A focus on reducing the number of 11+ young people in care, and support them returning to the care of their own family networks.

The team will need the skills and capacity to respond to Family Crisis situations, be solution focused in its approach, and experienced in working within Tier 3 of the continuum of Need.

The service will have a clear responsibility of safeguarding the welfare of Young People and will be able to draw on multi-disciplinary interventions to support some of the most vulnerable adolescents within the region.

Due to the breadth of the service it will be necessary to ensure consistent governance and oversight arrangements are in place, with a joint service management team, with clear expectations as to shared standards, workloads and thresholds, whilst responding to local geographical differences.

The service will have a clear index of local and national policies and protocols to ensure the delivery of effective services in line with local need and local safeguarding procedures. The service will ensure an appropriate skills, experience and knowledge mix to maintain the

ability to deliver on the Troubled Families Agenda and manage the levels of complexity and risks required to deliver Tier 2 and 3 interventions to enable less demand for high level specialist services.

It will also need to ensure strong management and supervisory arrangements which can respond to professional and clinical needs and for the welfare and development of staff.

2. Reasons for redesign

Set out the rationale for the redesign.

In December 2012 the London Borough of Richmond upon Thames and the Royal Borough of Kingston upon Thames Councils agreed to jointly deliver children's services under the banner of Achieving for Children (AfC).

AfC aims to provide value for money for all customers, high quality services and truly customer focused work. We aim to maximise the benefits of sharing expertise and resources across the two boroughs, and reduce management and overhead costs where possible.

The move towards shared services between Kingston and Richmond offers a good opportunity to consider the function and delivery of services, test their effectiveness and identify potential for service development.

The new AfC structure ensures that service planning and delivery, commissioning and performance management will be coordinated in partnership with stakeholders, especially children and young people, local committees, other service users, health, schools and voluntary sector partners. This represents a positive response to the consolidation of Quindrat/Cluster groups, the embedding of the Common Assessment Framework, information sharing and the lead professional role.

The change takes into account time limited funding streams and the requirement to make efficiency savings in line with the knowledge that both Councils are facing reductions to their current funding levels and are having to make significant cost savings. Risks include a reduction in the Early Intervention Grant and the need for cost savings to the degree of approximately £1.2 million in LBRUT and £2 million in RBK.

The changes to Protection and Early Help, including to the Family Support Service as outlined in this document, are based on the premise that the service should be able to make more effective and sustained change at an earlier point, rather than rely on more specialist and expensive services needing to intervene when concerns are more entrenched and when frequently risks are higher. The service needs to ensure it is well placed within the safeguarding agenda and has the professional skills, knowledge and experience to respond to the range of challenges found by young people and their families across the tiers from Universal, through Targeted to Specialist Need. The service will need to be clear on its ability to deliver and confident in its understanding of when to signpost or refer on to other services or to specialist interventions when necessary.

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 final structure has been formed by initial scoping exercises undertaken within the respective boroughs and has been shaped by feedback from meetings with staff affected and comments received by staff as part of the consultation process.

4. Assess the impact of the redesign on service users with regard to each of the protected

characteristic groups:

It is assumed that the existing service delivery will not be affected by the redesign and therefore there will be no impact on service users. In fact, it is likely to be enhanced through shared experience by bringing the various teams together.

Protected Group

Age

Findings

The new service will provide support for children, young people and families across a range of ages. For example, the Family Support Team will work with children aged 0-11, the Targeted Youth Services will work with young people aged 11 to 18; and the Strengthening Families Team will work with families of all ages.

The Strengthening Families team collects data in both boroughs relating to the ages of the children and young people involved in the Troubled Families programme. The data below sets out the ages of those children and young people involved in the programme as of the 15 April 2014.

Age	Kingston	Richmond
	Percentage of children and young people involved in the TF programme of this age	Percentage of children and young people involved in the TF programme of this age
5	0.0%	2.4%
6	1.0%	2.9%
7	0.5%	3.4%
8	1.6%	3.9%
9	1.6%	4.3%
10	2.6%	4.8%
11	1.0%	5.3%
12	4.7%	5.8%
13	3.6%	6.3%
14	6.8%	6.8%
15	7.8%	7.2%
16	10.9%	7.7%
17	18.2%	8.2%

	<table border="1"> <tr> <td>18</td> <td>18.2%</td> <td>8.7%</td> </tr> <tr> <td>19</td> <td>8.3%</td> <td>9.2%</td> </tr> <tr> <td>20</td> <td>7.8%</td> <td>9.7%</td> </tr> <tr> <td>21</td> <td>5.2%</td> <td>10.1%</td> </tr> </table>	18	18.2%	8.7%	19	8.3%	9.2%	20	7.8%	9.7%	21	5.2%	10.1%	<p>It shows that the majority of children and young people in Kingston involved with the programme are aged 12 and over with increasing numbers aged 17 to 21 years old. Similarly, in Richmond the majority of children and young people involved with the programme tend to be over 12 with a significant number aged 16 to 18 years old.</p>
18	18.2%	8.7%												
19	8.3%	9.2%												
20	7.8%	9.7%												
21	5.2%	10.1%												
<i>Disability</i>	<p>The new services delivered across both boroughs will be accessible to all, including parents with a disability, or parents with children with a disability.</p> <p>Targeted support will be given to those groups that may require more assistance: for example, the Family Support Team may support parents who have children with additional needs including Attention Deficit Hyperactivity Disorder (ADHD) / Autism Spectrum Disorder (ASD); or the TASK Team may work with young people who have mental health concerns.</p> <p>There is an acknowledgement that there may be times where teams within the service may need to access specialist support from other agencies to allow the specific needs of the parent or child to be met such as Disabled Children’s Team, Child and Adolescent Mental Health Services (CAMHS), Three Wings Trust, Special Education Needs, etc.</p>													
<i>Gender (sex)</i>	<p>The new services delivered across both boroughs will be accessible to both males and females.</p> <p>Where necessary, services will be targeted at specific groups to improve accessibility. For example, the Family Support Team will engage with fathers and to ensure that father’s with Parental Responsibility have their views heard even when they are not residing in the family homes.</p> <p>All teams in the service will also ensure that they support and signpost individuals to access any gender specific services, as the need arises. An example of this may be around pregnancy advice for a female young person/ parent, or the legal rights for fathers around contact.</p> <p>The Strengthening Families team collects data in both boroughs relating to the genders of the children and young people involved in the Troubled Families programme. The data below sets out the gender of the children and young people involved in the programme, by age, as of the 15 April 2014.</p>													

	Number of Families	Percentage of Male	Percentage of Female
Kingston	162	67.2%	32.8%
Richmond	183	61.4%	38.7%

Kingston			
Age	Percentage of age	Percentage of Male	Percentage of Female
6	1.0%	0.0%	1.0%
7	0.5%	0.5%	0.0%
8	1.6%	0.5%	1.0%
9	1.6%	1.6%	0.0%
10	2.6%	1.6%	1.0%
11	1.0%	1.0%	0.0%
12	4.7%	4.2%	0.5%
13	3.6%	2.6%	1.0%
14	6.8%	4.2%	2.6%
15	7.8%	5.7%	2.1%
16	10.9%	7.3%	3.6%
17	18.2%	8.9%	9.4%
18	18.2%	13.5%	4.7%
19	8.3%	4.7%	3.6%
20	7.8%	6.3%	1.6%
21	5.2%	4.7%	0.5%

Richmond			
Age	Percentage of age	Percentage of Male	Percentage of Female

	5	2.4%	0.5%	0.0%	
	6	2.9%	0.5%	0.5%	
	7	3.4%	0.0%	0.5%	
	8	3.9%	0.5%	0.5%	
	9	4.3%	0.0%	1.4%	
	10	4.8%	0.5%	1.4%	
	11	5.3%	1.4%	0.5%	
	12	5.8%	2.9%	0.0%	
	13	6.3%	1.9%	1.0%	
	14	6.8%	1.4%	2.4%	
	15	7.2%	5.8%	6.3%	
	16	7.7%	11.1%	9.2%	
	17	8.2%	12.6%	8.2%	
	18	8.7%	10.6%	3.9%	
	19	9.2%	6.3%	2.4%	
	20	9.7%	4.3%	0.5%	
	21	10.1%	1.0%	0.0%	
	<p>The data shows that in both Kingston and Richmond, the majority of children and young people involved with the programme are male. This is reflected across all age groups.</p>				
<i>Gender reassignment</i>	<p>This is not an area of particular need that has been identified for across the services in either borough.</p> <p>There are currently no families where this issue is relevant; however the new joint service is accessible for these individuals if they meet the service eligibility.</p>				
<i>Marriage and civil partnership</i>	<p>This is not an area of particular need that has been identified in either borough. Although the Family Support Team does support children whose parents/carers separate, the way the team intervene with a family is not guided by the status of the parents/carers relationship.</p> <p>The service will be accessible to individuals regardless of their marriage and civil partnership status if they meet targeted service eligibility.</p>				

<i>Pregnancy and maternity</i>	<p>The new joint service will be accessible to parents during pregnancy, maternity and pre- adoption stages. Specific teams within the service may also provide advice, guidance and support to young people who may be pregnant.</p> <p>This is required as shown by the existing Family Support Team in Richmond who have recently worked with young people who have been pregnant or recently given birth, as well as young fathers.</p>
<i>Race/ ethnicity</i>	<p>While the new Family Support Service is targeted in terms of interventions, the aim is to empower and support children, young people and parents in the borough from all ethnicities.</p> <p>Targeted support will be given to those groups that may require more assistance. For example, translations are available for English as an Additional Language for assessment appointments, interpreters can be used where necessary to engage with parents who do not speak English, and multiagency stakeholder groups meet to provide more specific work for the travelling community.</p> <p>While there has not been a full study into the ethnicities of open cases in the two existing Family Support Services, there is evidence of a range of ethnicities being present in the families that have been supported.</p>
<i>Religion and belief including non-belief</i>	<p>The targeted services delivered by the new joint service will be accessible to children, young people and families from all religions and beliefs.</p> <p>This will include, where required, adapting provisions to meet the needs of children, young people and families from different religions or beliefs. For example, in Richmond currently, there is an Islamic values course available to staff to enable them to be empathic to the needs of a parent from an Islamic background.</p>
<i>Sexual Orientation</i>	<p>The new joint service will be accessible to children, young people and families regardless of their sexual orientation.</p> <p>Neither existing Family Support Service currently collect data around the sexual orientation needs of the service user group.</p>

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.

<i>Issue identified</i>	<i>Planned action</i>	<i>Lead Officer</i>	<i>Completion Date</i>
Lack of data about service users.	Review current processes for capturing service user data and identify means of collecting and analysing more	Dean Woodward	September 2014

	service user data across the whole of the Family Support Service, where appropriate.		
--	--	--	--

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

Approved by AfC Equalities Working Group

Date of approval: April 2014

Date of publication: May 2014